



**REVISED**

**LSU Board of Supervisors**

**Friday, October 13, 2017**

**10:00 AM**

LSU University Administration Building

Board Room

3810 W. Lakeshore Drive

Baton Rouge, Louisiana 70808

**PUBLIC COMMENT**

Public Comments may be made only (1) when they relate to a matter on the agenda and (2) when individuals desiring to make public comments have registered at least one hour prior to the meeting. For additional information see: <http://www.lsu.edu/bos/public-comments.php>

**A. ACADEMIC AND STUDENT AFFAIRS, ACHIEVEMENT AND DISTINCTION COMMITTEE**

1. Request from LSU Alexandria to Establish a BA in World Religions
2. Request from LSU A&M to Establish a Graduate Certificate in Archival Studies
3. Request from LSU A&M to Establish a BA in Screen Arts
4. CONSENT AGENDA
  - i. Request from LSU Alexandria to Establish 2 Academic Departments and Change the Name of a Department in the College of Arts and Sciences
  - ii. Request from LSU Shreveport to Establish the LSUS Alumni Association Endowed Superior Graduate Student Scholarship
  - iii. Request from Pennington Biomedical Research Center to Name a Conference Room in the Administration Building the "William L. Silvia, Jr. Conference Room"
  - iv. Request from LSU A&M for Full Approval of the Social Research and Evaluation Center

**B. FINANCE, INFRASTRUCTURE, AND CORE DEVELOPMENT COMMITTEE**

1. Recommendation to Approve the 2018-19 Operating Budget Request
2. Supplier Diversity Program Presentation
3. CONSENT AGENDA
  - i. Request From LSU Health Sciences Center New Orleans For Approval To Petition To Amend The Edward G. Schlieder Higher Education and Health Initiatives Trust

### **C. PROPERTY AND FACILITIES COMMITTEE**

1. Request to Approve the LSU Comprehensive and Strategic Master Plan for the Flagship Campus
2. Request from LSU A&M to Authorize the President to Execute a Lease with Tiger Athletic Foundation for Renovation and Expansion of the LSU Football Operations Center

### **3. CONSENT AGENDA**

- i. Request from LSU AgCenter to Approve a Sale of Property at the Northeast Research Station, Tensas Parish St. Joseph, Louisiana**

### **D. ATHLETIC COMMITTEE**

1. Request from LSU A&M to Approve Employment Contract with Head Coach Elizabeth Torina

### **E. AUDIT COMMITTEE**

The Audit Committee will meet at 8:30am in the LSU University Administration Building in Conference Room 112, Baton Rouge.



**LSU Board of Supervisors**

**Friday, October 13, 2017**

**~1:00 PM**

LSU University Administration Building

Board Room

3810 W. Lakeshore Drive

Baton Rouge, Louisiana 70808

1. Call to Order and Roll Call
2. Invocation and Pledge of Allegiance
3. Approval of the Minutes of the Board Meeting held on September 8, 2017
4. Personnel Actions Requiring Board Approval
5. Reports from Staff Advisors and Faculty Advisors
6. President's Report
7. Reports to the Board
  - a. FY17 4th Quarter Audit Summary
  - b. FY18 Audit Plan
  - c. Fall 2017 14th Class Day Enrollment & Trend Report
8. Committee Reports
9. Ratification of Revised 2017-2018 Board of Supervisors Meeting Schedule
10. Chairman's Report
11. Adjournment



## **LSU Board of Supervisors Committees Meeting**

**Friday, 10/13/2017**

**10:00 AM - 12:00 PM CT**

LSU University Administration Building

Board Room

3810 W. Lakeshore Drive

Baton Rouge, Louisiana 70808

### **PUBLIC COMMENT**

Public Comments may be made only (1) when they relate to a matter on the agenda and (2) when individuals desiring to make public comments have registered at least one hour prior to the meeting. For additional information see:

<http://www.lsu.edu/bos/public-comments.php>

#### **A. ACADEMIC AND STUDENT AFFAIRS, ACHIEVEMENT AND DISTINCTION COMMITTEE**

1. Request from LSU Alexandria to Establish a BA in World Religions

*ACADEMIC AFFAIRS LSU-A BA World Religions*

2. Request from LSU A&M to Establish a Graduate Certificate in Archival Studies

*ACADEMIC AFFAIRS LSU A&M Graduate Certificate in Archival Studies*

3. Request from LSU A&M to Establish a BA in Screen Arts

*ACADEMIC AFFAIRS LSU A&M BA Screen Arts*

4. CONSENT AGENDA

- i. Request from LSU Alexandria to Establish 2 Academic Departments and Change the Name of a Department in the College of Arts and Sciences

*ACADEMIC AFFAIRS CONSENT LSU-A New Academic Departments and Department Name Change*

- ii. Request from LSU Shreveport to Establish the LSUS Alumni Association Endowed Superior Graduate Student Scholarship

*ACADEMIC AFFAIRS CONSENT LSUS Alumni Association Scholarship*

- iii. Request from Pennington Biomedical Research Center to Name a Conference Room in the Administration Building the "William L. Silvia, Jr. Conference Room"

*ACADEMIC AFFAIRS CONSENT PBRC Naming of the William L Silvia Jr Conference Room*

- iv. Request from LSU A&M for Full Approval of the Social Research and Evaluation Center

*ACADEMIC AFFAIRS CONSENT LSU A&M Social Research and Evaluation Center*

#### **B. FINANCE, INFRASTRUCTURE, AND CORE DEVELOPMENT COMMITTEE**

1. Recommendation to Approve the 2018-19 Operating Budget Request

*FINANCE Resolution FY 2018-19 budget request recommendation*  
*ATTACHMENT I\_LSU\_FY 19 Operational\_Expanded Need\_Priority Listing*

2. Supplier Diversity Program Presentation

*Board Of Supervisors Supplier Diversity Presentation*

3. CONSENT AGENDA

- i. Request From LSU Health Sciences Center New Orleans For Approval To Petition To Amend  
The Edward G. Schlieder Higher Education and Health Initiatives Trust

*FINANCE CONSENT Resolution Schlieder*

*ATTACHMENT I*

*ATTACHMENT II Second Amendment*

**C. PROPERTY AND FACILITIES COMMITTEE**

1. Request to Approve the LSU Comprehensive and Strategic Master Plan for the Flagship Campus

*PROPERTY Resolution Master Plan FINAL*

*ATTACHMENT I*

*Master Plan Report 1.0 - 3.0*

*Master Plan Report 4.0 - 4.3*

*Master Plan Report 4.3 - 6.0*

2. Request from LSU A&M to Authorize the President to Execute a Lease with Tiger Athletic  
Foundation for Renovation and Expansion of the LSU Football Operations Center

*PROPERTY Resolution TAF Football Operations Center*

*ATTACHMENT I*

3. CONSENT AGENDA

- i. Request from LSU Agricultural Center to Approve a Sale of Property at the Northeast  
Research Station, Tensas Parish St. Joseph, Louisiana

*PROPERTY Resolution Ag Center*

*ATTACHMENTS*

**D. ATHLETIC COMMITTEE**

1. Request from LSU A&M to Approve Employment Contract with Head Coach Elizabeth Torina

*ATHLETIC Resolution HC Contract*

*ATTACHMENT I HC Torina*

**E. AUDIT COMMITTEE**

The Audit Committee will meet at 8:30am in the LSU University Administration Building in Conference  
Room 112, Baton Rouge.



## Request from LSU-Alexandria to Establish a BA in World Religions

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant or long term impact, directly or indirectly, on the finances or the academic, educational, research, and service missions of the University or any of its campuses.

### 1. Summary of Matter

LSU Alexandria is requesting approval to establish a Bachelor of Arts in World Religions. A letter of intent to establish a BA in Religious Studies was approved by the Board of Supervisors in March 2016. Following Supervisors approval, LSU-A conducted a further analysis of student interest and graduate employability, and found strong evidence of both. The letter of intent was then approved by the Board of Regents in June 2017. The institution now requests that the program be called World Religions to more accurately reflect the curriculum and learning outcomes. The proposed program will allow students to explore the nature of major belief systems in the history of humanity. The study of sacred texts and ritual traditions will allow students to meet the following objectives:

- 1) To further their ability to interpret religions, cultures, history, and societies;
- 2) To sharpen their critical thinking and research skills;
- 3) To improve their ability to obtain and organize knowledge; and
- 4) To develop their communication skills.

Students in the program will be prepared to enter many professions from an informed ethical perspective. Graduates with the BA in World Religions who move directly into the job market often work in the service industry, in the foreign service or Peace Corps, in marketing and management, in museums and the arts, in non-profits, and in publishing. It is also common for religious studies majors to pursue professional training in business administration, counseling, social work, education, journalism, law, and medicine. Students interested in faith-based careers will be prepared for graduate level theological studies and work in faith-based ministries.

The program will be administered on-site at LSU-A, and will include face-to-face classes, online, and hybrid classes. The curriculum will include 39 hours of general education coursework, and an additional 30 credit hours of major-related courses. The curriculum also includes a distributional requirement of 12 credit hours of foreign language and a requirement that the student complete a minor. Many of the courses for the major are currently popular courses on campus, while others have been created to develop the comprehensive curriculum for the program. The proposed program is non-denominational and rigorously academic, and will expose students to multiple major religions. As the program grows, LSUA will offer a greater diversity of studies in world religions and critical reflection on scriptural traditions.

No public university in Louisiana offers an undergraduate degree in world religions. Some private colleges offer programs in religious studies, but these are from denominational points of view and do not give students an opportunity to study religions from a thoroughly academic perspective. The BA in World

Religions from LSU-A would offer students from Central Louisiana the opportunity to major in World Religions without having to leave the state.

Based on the popularity of the religion courses already offered at LSU-A along with the interest of prospective students, the new program will draw the critical mass of students needed for a viable degree. Each semester approximately 40-75 students enroll in existing religion courses on campus despite those courses not being required by any major. A survey of currently enrolled students at LSU-A revealed that 10 of 35 respondents would major in religious studies if it were offered, and another 13 were interested in the major. With current student interest plus the recruitment of additional students planning to study in the major, LSU-A anticipates 10 majors in the first year increasing to a total of 50 enrolled majors by year 5.

## **2. Review of Business Plan**

Existing faculty and existing or recently developed courses will sustain the program during the initial years of implementation. During year 3 or 4 of the program, and additional PhD faculty will be hired to expand the breadth of religions covered by courses in the major, specifically in Asian religions and Islam. The program will be housed in the Department of Arts, English, and Humanities, and will be initially coordinated by the existing department chair until a new assistant professor or world religions is hired. Department funds for library acquisitions will be allocated to increase library holdings in religion at approximately \$2500 over the next five years. Existing classroom and office space will meet the needs of the program.

The projected cost of the world religions program starts at \$20K for the first year and grows to \$51K by the fourth year primarily to cover adjunct and full time faculty. The institution anticipates that with the first year cohort of 10 students, tuition and fee revenue will match expenses, and that anticipated increases in enrollment will lead to tuition and fee revenue exceeding costs by year 2 of program implementation.

## **3. Review of Documents Related to Referenced Matter**

A Board of Regents Request for Authority to Offer a New Degree Program and budget form are on file with the LSU Office of Academic Affairs.

## **4. Certification of Compliance with Article VII, Section 9, Paragraph C of the Bylaws of Louisiana State University Board of Supervisors**

Appropriate certification has been provided by the campus, and this executive report includes all applicable information required by the Bylaws.

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU Alexandria to establish a Bachelor of Arts in World Religions, subject to approval by the Louisiana Board of Regents.



## Request from LSU A&M to Establish a Graduate Certificate in Archival Studies

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant fiscal (primary or secondary) or long-term educational or policy impact on the University or any of its campuses or divisions.

### **1. Summary of Matter**

#### Description and Need

LSU A&M is requesting approval to establish a Graduate Certificate in Archival Studies. The proposed program is designed for students already possessing or pursuing a graduate degree who plan to have a career in library archives.

The proposed program will be housed in the School of Library & Information Science within the College of Human Sciences and Education. The certificate curriculum provides an overview of archival theory, principles, and practices, so that students are prepared to take the Academy of Certified Archivists (ACE) exam to become provisionally certified as archivists. The program consists of 15 credit hours of graduate-level Library and Information Science courses, which are currently being taught in the Master of Library and Information Science (MLIS) degree program and have the capacity to expand. The program will be delivered 100% online and can be completed in as little as two semesters. There are no programs of this kind in the state. The MLIS degree program at LSU is the only program of its kind offered in Louisiana, and the only program offering a full range of archival studies courses.

The graduate certificate will prepare students from outside library disciplines for careers as archivists. Many students with graduate degrees in the humanities (such as History, English, Art History or Anthropology) cannot find immediate employment upon graduation. Often these students consider archival related positions since these positions require a graduate degree. Beyond the humanities, the exponential growth of digital and digitized records is broadening the need for archival employees with backgrounds in computer science and information systems. However, without specific archival coursework these individuals cannot compete with other applicants. The proposed certificate would prepare them to enter the growing archival workforce. Additionally, the certificate in combination with their previous graduate degree would qualify individuals for the Academy of Certified Archivists (ACA) exam to become provisionally certified.

According to the Occupational Information Network, the projected growth for archivists is 15-21% for 2012-2022. Because no other program exists for archival preparation in Louisiana, the



certificate would fill a critical gap in the state and the region. Potential students will remain in-state to further their education instead of pursuing online degrees from other institutions or out-of-state institutions that offer such degree programs.

Program implementation is scheduled for fall 2018.

### Students

Students will mainly come from allied fields in the humanities such as History, English, Art History, Anthropology, as well as from Computer Science and Information Systems.

The School of Library and Information Science has offered an Archival Studies specialization as part of the Master of Library and Information Science (MLIS) for more than 15 years. The reputation of this specialization is such that it routinely enrolls out-of-state students who are interested in becoming archivists. This currently includes students from California, Florida, Georgia, Mississippi, Ohio, Tennessee, Texas, and Virginia. Based on the number of MLIS students currently interested in the certificate, recruitment from allied programs in the state of Louisiana, and the online accessibility of the program, projected enrollment is between .30-40 students by AY 2020.

## **2. Review of Business Plan**

The certificate program will be directed by Dr. Edward Benoit III, Associate Professor of Library & Information Science within the College of Human Sciences and Education. Current faculty will teach courses within the program. The program will exist under the oversight of the School of Library and Information Science. No additional personnel, facilities, equipment, or library resources are required.

## **3. Review of Documents Related to Referenced Matter**

A complete Board of Regents Request for Approval to Establish a Graduate Certificate form and budget are on file with the LSU Office of Academic Affairs

## **4. Certification of Compliance with Article VII, Section 8, Paragraph E of the Bylaws of Louisiana State University Board of Supervisors**

Appropriate certification has been provided by the campus, and this executive report includes all applicable information required by the Bylaws.

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request to establish a Graduate Certificate in Archival Studies at LSU A&M, subject to approval by the Louisiana Board of Regents.



## Request from LSU A&M to Establish the Bachelor of Arts in Screen Arts

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant fiscal (primary or secondary) or long-term educational or policy impact on the University or any of its campuses or divisions.

### **1. Summary of Matter**

#### Description and Need

LSU A&M is requesting approval to establish a Bachelor of Arts in Screen Arts. The Letter of Intent was initially approved by the Board of Supervisors in May 2015. Revisions were then made to the structure and curriculum by faculty and the Dean of the College of Humanities & Social Sciences (HSS), and an updated Letter of Intent was approved by the Board of Regents in June 2017. The proposed program is an expansion of the existing popular minor and concentration in Film & Media arts currently available within the BA in Liberal Arts program in HSS.

Often described as the premier 20th (and now 21st) century art form, today's Screen Arts discipline occupies a distinctive position as both a true art form and a heavily capitalized industry. The primary goal of the proposed program is to provide students a unified experience in a large and complex field of study that can only be achieved at an institution with the range and diversity to encompass such an innovative and overarching approach. The result will be students with a particularly rich experience in art and industry that is essential to the viability of both in this state. Students who wish to thrive within this cultural blend are best served when they are offered the opportunity to recognize the range and history of that framework while also focusing on particular areas that fit not only their intellectual interests but also current professional development and employment possibilities.

Students pursuing this degree are likely to have interests in a variety of components within the field, such as Screen Arts Theory, History, Writing, and Production, as well as Animation and the Entertainment Industry. To address that range of interest, the degree provides three concentration areas: History, Theory and Criticism; Screenwriting; and Production. The proposed program will provide preparation for a large variety of jobs in different capacities within the film and television industry. For those interested in the technical aspects of film and television production, students will be trained to work as editors, animators, graphic designers, cinematographers, camera team members, electricians, sound editors, and sound mixers. For students more interested in the business and administrative aspects of the entertainment industry, students will be trained as entrepreneurs capable of attaining positions in creative project

financing, producing for film and television, team management, and arts administration. In addition to training in specific fields of study, all Bachelor of Arts in Screen Arts students will be taught to think creatively and critically about the film and television industry.

The heart of the program is provided by a robust, core curriculum of theory, history, and production, with further electives proportional to student interest. This core body of work will be situated within a 120-hour degree program that includes a traditional general education component and broad exposure to the study of screen arts. These courses will be taught by a wide range of faculty consisting of both tenure-track and tenured faculty and Professionals-in-Residence. Current instructors already on campus can provide a range of expertise that draws upon a unique body of skills and training available only at a research intensive institution such as LSU. Providing courses that address screen arts and screen arts production on an impressive national and international stage, current faculty who will teach in the program encompass work from programs such as Film and Media Arts, Film and Television, Digital Art, Communication Studies, Education, English, French and Foreign Languages, History, Philosophy and Religious Studies, Mass Communication, Management, Marketing, Music, Social Work, and Theatre, among others. In addition to on-campus courses available from this diverse program and its established body of instructors, students will be provided with internship and independent study opportunities with various non-profit (e.g., LPB, Manship Theatre) and for-profit organizations (e.g., Celtic Media, Cote Blanche Productions) to ensure that students are provided with a full complement of intellectual and applied study and work.

The BA in Screen Arts is designed not to compete for a limited pool of interested students, but to serve as a driving force that develops the overall knowledge and interest surrounding this unique field of study and its related workplace. Though a number of film or film-related programs exist in the Southeast, there are insufficient numbers to meet the demand of the growing workforce in Louisiana, especially if one focuses only on the degrees produced in the states contiguous to Louisiana.

Student demand and interest in these areas of study are currently visible through the growth of the current concentration and minor in Film and Media Arts (FMA), Film and Television, and AVATAR (digital media and arts) at LSU. Projected enrollment for Year 1 is 40 students with that number increasing to 135 by Year 5. The flexibility of this program grounded in substantial electives also allows for students to double major or to enroll in our 3+3 program with the LSU Law School, creating a highly marketable program.

## **2. Review of Business Plan**

The goal of the program is to be cost neutral primarily through the use and consolidation of existing resources. Initial growth can be subsumed within the current FMA concentration. Current administrative staff in HSS will support the program and no additional staff will be required.

Over two dozen faculty will contribute to the program through courses already offered. New courses have been developed under the new BA in Screen Arts rubric, and these courses will replace current overlapping courses offered in Theater and Film and Media Arts. Substantial

production equipment from the College of HSS and the Theatre Department are already available and will allow cost savings on equipment acquisition and maintenance. Students and faculty will have access to private facilities in Baton Rouge, in addition to the facilities that currently exist at LSU. This degree program also has tremendous potential for public/private sponsorship, as well as significant fundraising opportunities.

### **3. Review of Documents Related to Referenced Matter**

A complete Board of Regents Request for Authority to Offer a New Degree Program form and budget are on file with the LSU Office of Academic Affairs

### **4. Certification of Compliance with Article VII, Section 8, Paragraph E of the Bylaws of Louisiana State University Board of Supervisors**

Appropriate certification has been provided by the campus, and this executive report includes all applicable information required by the Bylaws.

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request to establish a Bachelor of Arts in Screen Arts at LSU A&M, subject to approval by the Louisiana Board of Regents.



## Request from LSU-Alexandria to Create 2 Academic Departments and Change the Name of a Department in the College of Arts and Sciences

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant or long term impact, directly or indirectly, on the finances or the academic, educational, research, and service missions of the University or any of its campuses.

### **1. Summary of Matter**

LSU Alexandria is requesting approval to establish 2 new departments and change the name of an existing department. The College of Arts and Sciences at LSU-A currently consists of 4 academic departments, which includes the Department of Behavioral and Social Sciences (BSS). This existing department houses the disciplines of history, political science, disaster science and emergency management, geography, psychology, and criminal justice. LSU-A is requesting approval to establish the Department of Criminal Justice and the Department of Psychology, and change the name of BSS to the Department of History and Political Science.

Currently, Psychology and Criminal Justice are two of the largest degree programs at LSU-A (fall 2016 enrollment at 142 and 156, respectively). With the advent of 100% online programs in these two majors, the number of students in these programs has grown, a trend which is expected to continue. Currently, the identity of these programs is lost within their current department, and by establishing the two proposed new departments to house these programs, the institution will be able to elevate the profile of the majors as they continue to grow.

The Department of Behavioral and Social Sciences will change its name to the Department of History and Political Science to accurately reflect the disciplines housed in the department. Those disciplines will include history, political science, disaster science and emergency management, and geography.

### **2. Review of Business Plan**

Existing faculty members will be appointed by the chancellor as chair to each of the new departments on recommendation by the departmental faculty and the Vice Chancellor of Academic Affairs. The two new department chairs will operate from their current faculty offices and will share an existing conference room with one of the current academic departments. There will not be a need to hire any additional administrative assistants at this time. The new departments will begin by sharing an administrative assistant with another department, and the

new department chairs will have one course release each semester, fall and spring. Establishment of the new departments and appointment of new department chairs is anticipated to be effective January 1, 2018.

The current BSS operating budget minus salaries will be divided proportionally so that each of History and Political Science, Criminal Justice, and Psychology receive an amount that is proportional to the number of students enrolled in spring 2018 courses. For the next fiscal year, each department – History and Political Science, Criminal Justice, and Psychology – will work with the Budget Director and Vice Chancellor for Academic Affairs to establish departmental budgets. The entire cost of establishing these two departments can be offset by recruiting 11 (5 criminal justice and 6 psychology) additional full-time students each paying tuition and fees of \$3,333.75. The institution anticipates being able to reach this goal during spring semester 2018.

### **3. Review of Documents Related to Referenced Matter**

A memo requesting the proposed changes is on file with the Office of Academic Affairs.

### **4. Certification of Compliance with Article VII, Section 9, Paragraph C of the Bylaws of Louisiana State University Board of Supervisors**

Appropriate certification has been provided by the campus, and this executive report includes all applicable information required by the Bylaws.

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU-Alexandria to establish the following 2 departments in the College of Arts and Sciences, subject to approval by the Louisiana Board of Regents:

- 1) Department of Criminal Justice
- 2) Department of Psychology; and

**BE IT FURTHER RESOLVED** that the Board of Supervisors does hereby approve changing the name of the Department of Behavioral and Social Sciences to the Department of History and Political Science in the College of Arts and Sciences, subject to approval by the Louisiana Board of Regents.



**Request from LSU Shreveport to Establish the  
LSUS Alumni Association Endowed Superior Graduate Student  
Scholarship**

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant or long term impact, directly or indirectly, on the finances or the academic, educational, research, and service missions of the University or any of its campuses.

**1. Summary of Matter**

LSU Shreveport is requesting approval to establish the LSUS Alumni Association Endowed Superior Graduate Student Scholarship. The scholarship will be established by receipt of a \$60,000 private donation to provide critically needed funds annually to support an outstanding graduate student at LSU-S. The donation and establishment of this scholarship qualify LSU-S to seek \$40,000 in matching funds from the Board of Regents Support Fund Superior Graduate Student Scholarship sub-program. Rapid increases in enrollment in the 12 current graduate programs at LSU-S – 220% since 2014 – have highlighted the need for more funding for graduate students.

**3. Review of Documents Related to Referenced Matter**

A proposal for the establishment of the LSUS Alumni Association Endowed Scholarship is on file with the Office of Academic Affairs.

**4. Certification of Compliance with Article VII, Section 9, Paragraph C of the Bylaws of Louisiana State University Board of Supervisors**

Appropriate certification has been provided by the campus, and this executive report includes all applicable information required by the Bylaws.

**RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU Shreveport to establish the LSUS Alumni Association Endowed Superior Graduate Student Scholarship, subject to approval by the Louisiana Board of Regents.

**BE IT FURTHER RESOLVED** that the Chairman of the Board of Supervisors and/or the President, as may be appropriate, are hereby authorized and directed to execute any documents required to obtain the matching gift and otherwise complete the establishment of the LSUS Alumni Association Endowed Superior Graduate Student Scholarship at LSU Shreveport.



**Request from Pennington Biomedical Research Center to Name a  
Conference Room in the Administration Building the  
“William L. Silvia, Jr. Conference Room”**

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant fiscal (primary or secondary) or long-term educational or policy impact on the University or any of its campuses or divisions.

**1. Summary of Matter**

The Pennington Biomedical Research Center seeks to name Room B1023 in the Administration Building the “William L. Silvia, Jr. Conference Room.” In proposing this naming opportunity, they wish to honor Bill Silvia for his many years of service and dedication to the Pennington Biomedical Research Center. Mr. Silvia has been involved with Pennington Biomedical in a variety of roles since 1988, including Associate Executive Director for Administration and Finance, President of both the Pennington Biomedical Research Foundation and the Pennington Medical Foundation, and as an advisor to the Executive Director of the center. His insightful judgement has supported all of these related entities, and his leadership and guidance have been instrumental in building Pennington Biomedical Research Center into the enterprise it is today.

**2. Review of Documents Related to Referenced Matter**

A memo of request from Executive Director Donna Ryan is on file with the LSU Office of Academic Affairs.

**RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve naming room B1023 of the Pennington Biomedical Research Center Administration Building the “William L. Silvia, Jr. Conference Room.”





**Request from LSU A&M for Full Approval of the  
Social Research and Evaluation Center (SREC)**

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Any matter having a significant fiscal (primary or secondary) or long-term educational or policy impact on the University or any of its campuses or divisions.

**1. Summary of Matter**

LSU A&M is requesting full approval of the Social Research and Evaluation Center (SREC). The proposed center will be an expansion of the existing Office of Social Service Research and Development (OSSRD) housed in the College of Human Sciences and Education. The OSSRD was founded 24 years ago and is responsible for acquiring over \$102 million in federal, state, and foundational grants and contracts. Specifically, OSSRD has received 156 awards: 83 contracts and 73 grants. The OSSRD has established valuable partnerships with the LA Department of Public Safety and Corrections, the LA Department of Health, many mayors' and district attorneys' offices, the East Baton Rouge Sheriff's Office, and many school districts over its prolonged life and has also developed, implemented, and evaluated multiple programs such as the state-funded Truancy Assessment and Service Center (TASC) and the Baton Rouge Area Violence Elimination Project (BRAVE). Typically, new centers require one-year conditional approval before full approval. LSU A&M is requesting full approval for the SREC because OSSRD has proven its success as a social research hub and a beacon for community advancement in the state of Louisiana. The establishment of the SREC will greatly expand OSSRD's role as a physical and virtual space where researchers, policy-makers, leaders, funders, and stakeholders can pursue shared interests related to the center's mission.

The mission and objectives of the SREC are to: enhance the wellbeing of individuals and communities by providing multidisciplinary, scientific inquiry into complex social problems; design and implement social programs; rigorously evaluate interventions and policies; and provide consultation and professional development training. Utilizing LSU faculty and staff expertise in close collaboration with community partners and state and nonprofit agencies, the SREC will focus on issues of social and economic concern through a "cradle to career and college" continuum of solutions, focusing on underserved communities at risk for negative outcomes in social, educational, judicial, economic, and health contexts.

Increasingly, federal grants require implementation of activities with demonstrated effectiveness as evidenced by high quality research. The 2017 Louisiana Senate Bill (SB) 187 illustrates the shift toward evidence-based program implementation across all social, educational, and health-related services. Agencies and programs need assistance in the identification and implementation

<sup>1</sup> <http://lsu.edu/flagshipagenda/goals2020.shtml>

of such efforts; however, there is no authoritative source in Louisiana for such actions. The designation as a Board of Regents' Research Center will provide the impetus needed to become a regionally and nationally recognized authoritative source of expertise, technical assistance, training, and other supports for program identification, implementation, and evaluation. In addition, by expanding the profile of what was once the OSSRD, the SREC will enhance LSU's competitiveness to obtain federal grants and other funding.

## **2. Review of Business Plan**

The proposed center will be overseen by Dr. Cecile Guin, who reports to the Associate Dean of the LSU College of Human Sciences and Education (CHSE). Dr. Guin will serve as the Executive Director and will supervise a team of professors and research associates intent on proliferating the mission of the center. The center already has 14 offices on the second floor of the Huey P. Long Fieldhouse. During the first year of implementation AY17-18, SREC has secured \$813,953 in state funds, grants, and contracts with \$480,500 in pending revenue. Expected grant, contract, and workshop revenue based on the historical trends in OSSRD funding sources is projected to reach \$594,000 by year 5 with the additional current line item budget and supplemental support funding from CHSE of \$250,000 a year. The CHSE's Office of Sponsored Research is responsible for all financial aspects of the SREC and will provide pre-grant application and post-grant award budget development and support. OSR will ensure money is spent in the manner proposed and will work with faculty and staff to coordinate business-related needs to ensure operational effectiveness. Estimated costs per year are approximately \$600,000, providing a yearly surplus.

## **3. Review of Documents Related to Referenced Matter**

A complete Board of Regents "Form B: Request for Full Approval of a Conditionally Approved Center" and budget are on file with the LSU Office of Academic Affairs.

## **4. Certification of Compliance with Article VII, Section 8, Paragraph E of the Bylaws of Louisiana State University Board of Supervisors**

Appropriate certification has been provided by the campus, and this executive report includes all applicable information required by the Bylaws.

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request for full authorization of the Social Research and Evaluation Center from LSU A&M, subject to approval by the Louisiana Board of Regents.



## Recommendation to Approve the Fiscal Year 2018-19 Operating Budget Request

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9, A.1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a “significant board matter”:

A.1 Any matter having a significant or long term impact, directly or indirectly, on the finances or the academic, educational, research, and service missions of the University or any of its campuses.

### **1. Summary of the Matter**

Each year a budget request that details the needs of all LSU campuses and entities for the upcoming fiscal year is completed. The budget request for formula campuses is prepared under instructions issued by the State in which modifications are made to existing operating budget forms. Officially, the total budget request for state funds for formula campuses is submitted by the Board of Regents to the Division of Administration and Legislature with a request for funding of the formula for higher education as calculated that year. On Thursday, October 26, 2017 the Board of Regents will consider and approve a budget request for postsecondary education based on a preliminary formula calculation for the formula institutions. That formula will then be updated in the spring as additional information becomes available and presented as the final request to the Legislature at the end of March.

The Division of Administration’s higher education budget manager has requested that formula campuses submit information on operational or expanded need activities (see **Attachment I**) that the campuses identify as priority for funding. The submission of these operational or expanded need items is **not** part of the “official” budget request, and is only submitted at the request of the Division of Administration higher education budget manager for informational purposes. The due date is October 16<sup>th</sup> for this requested information.

The preliminary total unrestricted budget request for all entities under the supervision of the Board for FY 2018-19 will not be known until the Louisiana Board of Regents releases the preliminary formula for the formula campuses. Additional information on the Regents’ budget request will be sent to the Board under separate cover at that time.

### **2. Review of Documents Related to Referenced Matter**

LSU campuses and entities have submitted their FY 2018-19 budget requests in the format required by the Division of Administration and the Board of Regents. The full requests are available on the website.

## **ATTACHMENTS**

- I. Summary of FY 2018-19 Operational or Expanded Need Requests

## RESOLUTION

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College (“Board”) does hereby provide authority to President F. King Alexander (“President”) to approve the preliminary proposed budget request for the fiscal year ending June 30, 2019. The budget request consists of state appropriations and total funds for the LSU campuses and entities based on the requests of the respective campuses and entities and the preliminary Board of Regents funding formula.

**BE IT FURTHER RESOLVED** that the Board does hereby authorize the President to continue to work with the Board of Regents on the appropriate formula methodology and budget request for the LSU units to be used for the FY 2018-19 budget request and, with notice to the Board, to act on behalf of the Board in approving the final FY 2018-19 budget request for all LSU campuses and entities. The Board hereby delegates all such authority necessary to accomplish such purposes to the President.

**BE IT FURTHER RESOLVED** that the Board does hereby approve the proposed requests for operational or expanded need activities, based on the information provided by the respective LSU campuses and entities in response to the request by the higher education budget manager of the state Division of Administration.

**BE IT FURTHER RESOLVED** that transactions included or referred to in the proposed operating budget that otherwise require Board approval are not approved by mere inclusion in the proposed operating budget.

**OPERATIONAL OR EXPANDED NEED  
PRIORITY LISTING**

School: LSU System and A&M College

**State General Fund (Direct)**

<b>PRIORITY</b>	<b>PROJECT/SERVICE</b>	<b>AMOUNT</b>
	<b>LSU A&amp;M</b>	
1	Faculty and Staff Merit Increase	\$11,792,000
2	Deferred Maintenance	\$3,000,000
3	Additional Faculty and Staff	\$6,860,000
	<b>Total</b>	<b>\$21,652,000</b>
	<b>LSU Alexandria</b>	
1	Facility Services/Grounds Staffing	\$200,000
2	Major Repairs - Stand Alone Boilers	\$180,000
3	Major Repairs - Roof Replacement	\$900,000
4	Enrollment Management Services	\$205,350
5	Information Technology	\$370,000
6	Library & Scientific Equipment Needs	\$270,000
7	Accreditation Support for Emerging Programs	\$408,000
	<b>Total</b>	<b>\$2,533,350</b>
	<b>LSU Eunice</b>	
1	Testing Center	\$339,000
2	Surgery Technology Program	\$420,900
3	Pharmacy Technology Program	\$192,600
4	Student Success Center	\$500,000
5	Campus Wayfinding/Signage	\$250,000
	<b>Total</b>	<b>\$1,702,500</b>
	<b>LSU Shreveport</b>	
1	Faculty for Graduate Programs	\$1,000,000
2	Distance Learning - Infrastructure Support	\$1,500,000
3	Long Term Enrollment Management Strategy	\$650,000
4	Student Success Center & Career Development	\$500,000
5	LaPREP - Sustaining Excellence in a Stellar K-12 STEM Program	\$250,000
6	Global Diversity Initiative	\$300,000
7	Red River Watershed Management Institute Revitalization	\$500,000
	<b>Total</b>	<b>\$4,700,000</b>
	<b>LSU Health Sciences Center New Orleans</b>	
1	Initiative for Precision Health	\$487,502
2	Dentistry Rural Scholar Track	\$356,836
3	Civil Service Classified Increases	\$595,659
4	Faculty Promotion in Rank	\$399,497
5	Library Inflation	\$697,339
6	Inflation	\$754,167
	<b>Total</b>	<b>\$3,291,000</b>

**OPERATIONAL OR EXPANDED NEED  
PRIORITY LISTING**

School: LSU System and A&M College

**State General Fund (Direct)**

<b>PRIORITY</b>	<b>PROJECT/SERVICE</b>	<b>AMOUNT</b>
<b>LSU Health Sciences Center Shreveport</b>		
1	Hospital Legacy Costs due to Public-Private Partnership	\$16,700,608
2	Investment for Clinical Growth	\$10,000,000
3	Support for Legal Expenses due to Public-Private Partnership	\$1,362,070
		<b>Total \$28,062,678</b>
<b>Pennington Biomedical Research Center</b>		
1	Basic Metabolic Laboratory Research	\$974,000
2	Bioinformatics Program Development	\$1,010,000
3	Clinical and Translational Expansion	\$1,456,000
		<b>Total \$3,440,000</b>
<b>LSU Agricultural Center</b>		
1	Plant Biotechnology/Crop Development	\$2,500,000
2	Food Safety	\$2,622,622
3	Childhood Obesity - Healthy Lifestyles	\$754,024
4	4-H Youth Character/Workforce Development	\$353,671
5	Operational Expense Increases	\$2,802,068
6	Healthy Communities	\$3,539,331
7	Water Resources Initiative	\$1,423,856
8	LA Center for Rural Initiatives	\$649,667
		<b>Total \$14,645,239</b>
		<b>Total \$80,026,767</b>

**Other Means of Financing**

<b>PRIORITY</b>	<b>PROJECT/SERVICE</b>	<b>AMOUNT</b>
		<b>Total \$0</b>

# Supplier Diversity

Presented by:

Sally McKechnie, CPO

Assistant Vice President Procurement & Property Management



## Mission

### *Supplier Diversity*

- *Fostering innovation and entrepreneurship through the use of diverse suppliers.*
- *To connect with Louisiana's minority (MBE) and women-owned (WBE) business enterprises and creating opportunities for small business enterprises that result in a meaningful economic impact for Louisiana State University and the community..*





# Commitment

*Supplier Diversity*

*Supported by the Board of Supervisors, President and Senior Leadership*

*Supplier Diversity Office created*

*Identify business capacity and capability*

*Committed to vendor diversification by ensuring that diverse businesses are included in the University procurement process.*

- *To identify, align, strengthen and connect with Louisiana's Diverse supplier community.*
- *Create strategic relationships with business partners that can provide mentoring and development services.*
- *Participate in community outreach activities to promote objectives and sourcing opportunities*
- *Ensure inclusion in strategic sourcing and individual purchase requirements*
- *Orientation on Doing Business with LSU*
- *Connect campus community with diverse suppliers*
- *Develop policies and procedures*
- *Develop market-driven goals*



# Supplier Diversity

- About Us
- Faculty & Staff
- Suppliers
- News & Events
- Procurement Policies & Procedures
- Doing Business with LSU



## Welcome to Supplier Diversity

Louisiana State University is committed to fostering innovation and entrepreneurship through the use of diverse suppliers. The goal of the diversity initiative is to identify, align, strengthen and connect with Louisiana's minority (MBE) and women-owned (WBE) business enterprises. Creating opportunities for small business enterprises that result in a meaningful economic impact for Louisiana State University and the community.

### Responsibility

#### CONTACT US

Supplier Diversity Customer Service

EMAIL



# Meet LSU's Diverse Suppliers

## Supplier Diversity

## Meet LSU's Diverse Suppliers

LSU Supplier Diversity highlights the following diverse suppliers:

**84 Lumber Company** is the nation's leading privately held supplier of building materials, building supplies, manufactured components and industry-leading services for single- and multi-family residences and commercial buildings. 84 Lumber is proud to offer brand name, quality building supplies to building professionals, commercial contractors, home builders, remodelers, developers, and do-it-yourselfers. We are nationally certified as a woman-owned and -operated business through the Women's Business Enterprise National Council (WBENC).



**Bart's Office Furniture Repairs** is a full service commercial relocation provider who services companies with commercial office spaces, hospitals, hotels and offers design and build services. Bart's recently handled the Patrick Taylor move which consisted of 264 offices to multiple locations within the campus in six days. We know how important it is to take precautions and ensure that your office furniture and equipment arrives safely and on time to its new destination. Time is money and we get the job done on time every time.



**Triple B's Cajun Corner** is a family-operated company that has continuously served up authentic Cajun recipes in the Superdome, LSU's Tiger Stadium and the New Orleans Arena. Cajun Corner is also proud to offer its famous fork-tender, smoked BBQ brisket—enjoy it on a sandwich or piled high atop a loaded baked potato. And for a sweet treat try our fresh-squeezed Southern style lemonade, assorted *Dippin Dots* ice creams, or snoballs. Our vendors are always ready with an ice-cold beer, daiquiri, water, soft drink, or even a fresh, hot pizza. Sorry, no gator on the pizza, just the po-boys.





# Direct and Indirect Spend Reporting

*Supplier Diversity*

- *Tier 1*: *direct spend with diverse suppliers*
- *Tier 2*: *direct spend with primary contractor/supplier who then utilizes diverse suppliers for goods/services*

# FY17 Diversity Spend

Supplier Classification Type	Tier 1 Spend	*Tier 2 Spend	Total Amount	% of LSU Total Spend
Disadvantaged Business Enterprise (DBE)	\$ 1,388.49	\$ 0.00	\$ 1,388.49	0.001 %
Emerging Business Enterprise (EBE)	\$ 2,527,574.90	\$ 0.00	\$ 2,527,574.90	1.703 %
Minority-Owned Business Enterprise (MBE)	\$ 1,614,139.00	\$ 44,490.34	\$ 1,658,629.34	1.117 %
Small Business Enterprise (SBE)	\$ 7,575,747.34	\$ 19,041.66	\$ 7,594,789.00	5.117 %
Small Entrepreneurship (Hudson Initiative)	\$ 165,522.01	\$ 0.00	\$ 165,522.01	0.112 %
Veteran Initiative (LaVet)	\$ 2,465.00	\$ 0.00	\$ 2,465.00	0.002 %
Woman-Owned Business Enterprise (WBE)	\$ 552,839.50	\$ 146,052.95	\$ 698,892.45	0.471 %
<b>Totals</b>	<b>\$ 12,439,676.24</b>	<b>\$ 209,584.95</b>	<b>\$ 12,649,261.19</b>	<b>8.522%</b>

\*Tier 2 spend reporting provided by CDW-G (master contract supplier).

- *Solicit and Appoint Advisory Board Members – December 2017*
- *Hiring of Diversity Manager & Diversity Specialist – Currently interviewing with start date of December 1, 2017*
- *Develop policy and procedures – January 2018*
- *Establish Goals for spend – February 2018*

# QUESTIONS?



# THANK YOU

Visit our website at:

<http://lsu.edu/administration/ofa/procurement/supplierdiversity/index.php>



**Request From LSU Health Sciences Center New Orleans For Approval  
To Petition To Amend The Edward G. Schlieder Higher Education and  
Health Initiatives Trust**

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9, A.12 of the By-Laws of the Louisiana State University Board of Supervisors, this matter is a “significant board matter”:

A.12. Other Significant Matters. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereinafter determines to require Board approval.

**1. Summary of the Matter**

The Edward G. Schlieder Higher Education and Health Initiatives Trust (the “Trust”) was created December 30, 1994, by the Edward G. Schlieder Educational Foundation (the “Schlieder Foundation”) as the grantor and settlor. The Schlieder Foundation contributed sums to the Trust that were invested for the purpose of establishing an endowed chair at the University of New Orleans (“UNO”) for higher education and health initiatives called the Edward G. Schlieder Chair in Higher Education and Health Initiatives (the “UNO Chair”). The Trust named the LSU Board of Supervisors, acting jointly on behalf of UNO and the Louisiana State University Medical Center as the Charitable Beneficiary of both the income and principal of the Trust. At the time the Trust was created, the LSU Board of Supervisors was acting on behalf of UNO and the Louisiana State University Medical Center (now the LSU Health Sciences Center in New Orleans (the “LSU Health Sciences Center”)) because UNO was part of the Louisiana State University System and was governed by the LSU Board of Supervisors, but pursuant to La. R.S. 17:3230, the Louisiana legislature transferred UNO and the assets, funds, obligations, liabilities, programs and functions related thereto to the jurisdiction of the Board of Supervisors for the University of Louisiana System

The Trust provided that the funds placed in the Trust were to be used to fund and establish the UNO Chair at UNO for the benefit of UNO and LSU Health Sciences Center; however, the chair has at all times been housed at UNO and has been solely occupied by a faculty member of UNO. Since its inception, the UNO Chair has been used to support UNO’s programs in Human Resource Management and Healthcare Management at the graduate, undergraduate and executive levels in the Department of Management of the UNO College of Business. The UNO Chair has been filled by a UNO faculty member who is a recognized leader in teaching and research related to healthcare management issues with particular emphasis on strategic planning and management of human resources. The UNO Chair has never been utilized by the LSU Health Sciences Center.

UNO has approached LSU Health Sciences Center and requested that LSU Health Sciences Center and the LSU Health Sciences Center Trustee join with the Schlieder Trust, the Bank Trustee and the UNO Trustee to file a petition in the Civil District Court of Orleans Parish (“Court”) asking that the Trust be amended to clarify that it exists for the sole benefit of UNO as an institute in the University of Louisiana System. The withdrawal by LSU Health Sciences Center from the Trust would terminate any responsibility or obligation (fiduciary or otherwise) that LSU Health Sciences Center might have with respect to actions taken or not taken relating to the Trust.

This matter is similar to the decision by the University of Louisiana System and the LSU Board of Supervisors in 2014 with respect to the Ernest C. and Yvette C. Villere Chair in Neuroscience at UNO. The Villere trust to support that Chair was created in conjunction with a companion trust that had been created at LSU Health Sciences Center. The Villere trusts were created to exist in concert with each other for

optimal coordination of research funds, but when UNO left the LSU System, UNO made the decision that it would withdraw from any responsibility for and association with the Villere trust. The documents related to the Villere trust were approved by the LSU Board of Supervisors in October 2014, and approved by the Court soon thereafter. The current request related to the Schlieder Trust is being made for similar reasons.

**2. Fiscal Impact**

Not applicable.

**3. Competitive Process**

Not applicable.

**4. Legal and Related Documents**

A copy of the Trust and the one Amendment that occurred in 1996 are attached along with a draft of the Second Amendment that would be entered into by all parties to the Trust.

**5. Legal Entities Involved**

- a. LSU Board of Supervisors;
- b. Board of Supervisors for the University of Louisiana System and UNO;
- c. Edward G. Schlieder Educational Foundation;
- d. Capital One, N.A., successor to Hibernia National Bank in New Orleans, Louisiana, the “Bank Trustee.”

**6. Contemplated Future Transactions**

As indicated above, after approval by the LSU Board of Supervisors, LSU Health Sciences Center would join in the Petition to the Court to remove LSU Health Sciences Center as a trustee and beneficiary of the Trust.

**7. Conflicts of Interest**

None.

**8. Attachments**

- I. The Edward G. Schlieder Higher Education and Health Initiatives Trust and the First Amendment
- II. Draft of the Second Amendment of the Edward G. Schlieder Higher Education and Health Initiatives Trust

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College hereby authorizes F. King Alexander, President of Louisiana State University, at his sole discretion, to join in a Petition to Amend The Edward G. Schlieder Higher Education and Health Initiatives Trust (the “Trust”) to remove the Board of Supervisors of Louisiana State University Agricultural and Mechanical College, acting on behalf of the Louisiana State University Medical Center (now the LSU Health Sciences Center-New Orleans), as a beneficiary of the Trust and to remove Louisiana State University Medical Center as a Trustee of the Trust, and

**BE IT FURTHER RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President of Louisiana State University, or his designee to take all steps and to execute all documents necessary to effectuate the Amendment of the Trust to remove the LSU Board of Supervisors, acting on behalf of Louisiana State University Medical Center (now the LSU Health Sciences Center-New Orleans) as a beneficiary of The Edward G. Schlieder Higher Education and Health Initiatives Trust (the “Trust”) and to remove the Louisiana State University Medical Center as a Trustee of the Trust.

**THE EDWARD G. SCHLIEDER  
HIGHER EDUCATION AND HEALTH INITIATIVES  
TRUST**

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**UNITED STATES OF AMERICA  
STATE OF LOUISIANA  
PARISH OF ORLEANS**

**BEFORE ME**, the undersigned Notary, and in the presence of the undersigned competent witnesses, personally came and appeared:

1. **DONALD J. NALTY**, appearing herein as President of the **EDWARD G. SCHLIEDER EDUCATIONAL FOUNDATION**, a Louisiana corporation, with its principal place of business located at 313 Carondelet Street - 1st Floor, New Orleans, Louisiana 70112, as **GRANTOR**; and

2. **DR. GREGORY M. ST. L. O'BRIEN**, appearing herein on behalf of The **Board of Supervisors of the Louisiana State University & Agricultural & Mechanical College** for and on behalf of **THE UNIVERSITY OF NEW ORLEANS** and as Chancellor of **THE UNIVERSITY OF NEW ORLEANS**, whose mailing address is University of New Orleans Lakefront, New Orleans, Louisiana 70148 (hereinafter referred to as "**UNO TRUSTEE**"); and

3. **MERVIN L. TRAIL, M.D.**, appearing herein on behalf of The **Board of Supervisors of the Louisiana State University & Agricultural & Mechanical College** for and on behalf of **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER** and as Acting Chancellor of **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER**, whose mailing address is 433 Bolivar Street, New Orleans, Louisiana 70112-2223 (hereinafter referred to as "**LSU MEDICAL TRUSTEE**"); and

4. Pierre F. Lapeyre, appearing herein on behalf of **HIBERNIA NATIONAL BANK**, a national banking institution, as trustee, with its principal place of business located at 313 Carondelet Street, New Orleans, Louisiana 70112 (hereinafter referred to as "CORPORATE TRUSTEE"); **UNO TRUSTEE, LSU MEDICAL TRUSTEE** and **CORPORATE TRUSTEE**, hereinafter being referred to jointly as the **TRUSTEES**.

**ARTICLE ONE: Establishment of Trust.**

The **GRANTOR** hereby transfers to the **TRUSTEES**, and the **TRUSTEES** hereby acknowledge receipt of, the property described in Schedule A annexed hereto, and the **TRUSTEES** hereby agree to hold, dispose of and deal with said property, and all proceeds of sale or other disposition thereof (hereinafter "principal"), and the income therefrom in accordance with all the provisions of this Trust (hereinafter referred to as the "Trust"). The name of the Trust shall be: "**THE EDWARD G. SCHLIEDER HIGHER EDUCATION AND HEALTH INITIATIVES TRUST.**"

**ARTICLE TWO: Administration of Trust Estate.**

- A) The **TRUSTEES** shall accept, deposit, hold and invest all contributions to the Trust.
- B) Such amounts received by the Trust and income thereon shall not be expended by the **TRUSTEES**, except as provided in Article Seven hereof, until the occurrence of each of the following: (i) the accumulation of the sum of \$600,000 in the Trust, (ii) the receipt by this Trust of the matching funds available from the State of Louisiana under the Louisiana Endowment Trust Fund for Eminent Scholars, created pursuant to Louisiana Revised Statute 17:3384, and (iii) the establishment by **THE UNIVERSITY OF NEW ORLEANS**, for and

on behalf of **THE UNIVERSITY OF NEW ORLEANS** and **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER** of **THE EDWARD G. SCHLIEDER HIGHER EDUCATION AND HEALTH INITIATIVES CHAIR** to be funded, in part or in whole, by this Trust (hereinafter referred to as the "Endowed Chairs").

C) This Trust shall consist of restricted funds, and amounts held herein shall be expended only as set forth herein. Upon the fulfillment of the conditions set forth in Paragraph B of Article Two, the **TRUSTEES**, during any fiscal year, shall pay out of the net income earned by this Trust such amounts as may be reasonably necessary to fund the Endowed Chairs in accordance with the provisions of the Louisiana Endowment Trust Fund for Eminent Scholars, which amounts shall be determined by the **UNO TRUSTEE**, with the concurrence, which shall not be unreasonably withheld, of **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER TRUSTEE** and **CORPORATE TRUSTEE**. "Net Income" shall mean income, as defined under Section 643(b) of the Internal Revenue Code of 1986, as it may be amended from time to time during the term of this Trust (hereinafter the "Code") and the regulations thereunder, less the expenses of administering the Trust, as provided by Article Seven hereof. Amounts received by this Trust by virtue of contributions and matching funds shall not be considered a part of net income.

D) After the occurrence of items (i) through (iii) of Paragraph B of Article Two hereof, the **TRUSTEES** shall continue to accept, deposit, and invest all amounts received by virtue of donation, contribution, or bequest from private sources as well as any amounts received from grants, matching funds or otherwise, which amounts shall constitute a part of the principal.

E) Except as hereinafter provided at Article Four, paragraph A, the **TRUSTEES** shall not expend all or any part of the principal of this Trust. Net income of the Trust not distributed during any fiscal year shall be retained by the **TRUSTEES** in the Trust and may be commingled by the **TRUSTEES** with principal for bookkeeping and administration purposes.

**ARTICLE THREE: Charitable Beneficiary.**

The Board of Supervisors of the Louisiana State University and Agricultural and Mechanical College, a Louisiana corporation created pursuant to Article VIII, Section 7 of the Louisiana Constitution of 1974, acting jointly on behalf of **THE UNIVERSITY OF NEW ORLEANS**, and **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER** is the charitable beneficiary of both income and principal of this Trust. If at any time during the term of this Trust said corporation is not an organization described in Sections 170(c)(2)(B), 2055(a)(2), and 2522(a)(2) of the Code, then the charitable beneficiary shall be such one or more organizations as the **GRANTOR** shall select in its sole discretion but only in furtherance of its objects and purposes for which it was established.

**ARTICLE FOUR: General Powers of the TRUSTEES.**

A. Subject to the provisions of Paragraphs B and C of this Article, in the administration of the Trust, the **TRUSTEES** shall have all the authority, powers, privileges, discretion and immunities given by law to trustees of trusts for charitable, benevolent, or eleemosynary purposes. The **TRUSTEES** are authorized, in their sole discretion:

1. To continue to hold any investments originally a part of the trust estate, even though of doubtful value, without regard to the proportion which such investments may bear to the total of the trust estate, without being responsible for any resulting loss;



2. To invest and reinvest and keep the trust estate invested to such extent and in such securities and other property, real and personal, as it shall deem advisable, including common stocks, even though they may constitute all of the trust estate, and to participate in any common trust fund, even though such fund may consist wholly of common stocks;
3. To change and vary from time to time any investment or reinvestment of the trust estate, real or personal, and for this purpose, or for any other purpose of the Trust, sell from time to time, at either public or private sale or at broker's board, any of said investments or reinvestments thereof, real or personal, without the purchaser's being under obligation to inquire into the necessity for, or regularity of, any such sale or to see to the application of the purchase money;
4. To vote corporate stock in person or by proxy;
5. To hold or cause to be held any investment in nominee registration, with or without indication of the fiduciary character thereof, or unregistered;
6. To join in corporate reorganizations, mergers and voting trusts, and exercise options, rights and privileges of conversion or subscription relating to the securities in the trust estate;
7. To compromise, adjust and settle claims for or against the trust estate; and
8. To employ such agents and consultants (including custodians, attorneys and investment advisors and managers) and delegate to them such duties as the TRUSTEES may deem desirable, and to pay the fees and expenses for same, charging such fees and expenses to income or principal, or in part to each as it shall deem proper, and to pay such other reasonable and proper expenses incurred by the TRUSTEES in the administration of this Trust, also charging such expenses to income or principal, or in part to each as it shall deem proper.
9. To commingle the property of the Trust with the trust property of any other trust created for the benefit of any beneficiary of the Trust, whether for investment, administrative or other purposes, allotting to each separate trust an undivided interest in the commingled trust property which shall always be equal to that trust's proportionate contribution to the commingled trust property.
10. To purchase, sell, exchange, partition or otherwise acquire and dispose of trust property, at public or private sale for such purposes and upon such terms, including sales on credit, with or without security, in such manner, and at such

prices as Trustees may determine. If a trustee is a corporation, said corporate trustee may; (i) purchase property for the Trust from, or sell trust property to, itself as trustee, (ii) sell trust property to any other trust whether created herein or not, or (iii) purchase for the benefit of the trust its own stocks, its bonds, or other securities or the stocks, bonds, or other securities of any affiliate.

11. To (i) determine which receipts shall be charged or credited to income and which to principal in any manner that fairly and equitably reflects a proper allocation between principal and income and treat as income the whole of the interest, dividends, rents, royalties or similar receipts from trust property, whether wasting assets or not and even if bought or taken at a value above par; (ii) treat as income or principal or to apportion between them stock dividends, extraordinary dividends, rights to take stocks or securities and the proceeds from the sale of immovable property, although such immovable property may have been partly or wholly unproductive; (iii) charge to income or principal or apportion between them any expense of making or changing investments, brokers' commissions, agents' compensation, attorney and accountant fees and repairs or improvements, taxes, depreciation charges, and trustee compensation; (iv) generally determine all questions as between principal and income; and (v) credit or charge to either or to apportion between them any receipt or gains and any charge, disbursement, or loss as is deemed advisable in the circumstances of each case as it arises, notwithstanding any statute or rule of law for distinguishing income from principal or any determination of the courts.
12. To acquire and retain for so long a period as TRUSTEES may see fit the shares, preferred or common, of investment companies, or investment trusts, whether of the open-end or closed-end type, and without notice to any one, and participate in any common trust fund maintained by any corporate trustee at any time serving hereunder.
13. To keep all or any part of the trust property at any place in Louisiana or elsewhere within the United States with such depositories or custodians at such places as the TRUSTEES may deem advisable.
14. To give such powers or attorney, general or special, without power of substitution, in connection with the exercise of the TRUSTEE's powers pursuant to this Trust as TRUSTEES may deem advisable.
15. To enter any and all kinds of agreements, whether or not specifically described in this Trust.

B. Notwithstanding anything herein to the contrary, the TRUSTEES are prohibited, and shall refrain, from engaging in the following acts:

1. Any act of self-dealing as defined in section 4941(d) of the Code;
2. Making any taxable expenditures, as defined in Section 4945(d) of the Code;
3. Retaining any excess business holdings as defined in Section 4943(c) of the Code which would subject this Trust to tax under section 4943 of the Code; and
4. Making any investment which would subject this Trust to tax under Section 4944 of the Code, and retaining assets which would give rise to tax under said Section if the TRUSTEES had acquired such assets.

C. It is the GRANTOR's intention that donations to this Trust be fully deductible by the GRANTOR or any other donor for federal gift and estate tax purposes. Further, it is intended that all donations to the Trust be exempt from federal income tax. Accordingly, and notwithstanding any contrary provisions of this Trust, the TRUSTEES shall administer this Trust in accordance with all requirements imposed by regulations issued by the United States Department of the Treasury concerning the deductibility of such donations for such federal income, gift and estate tax purposes. In furtherance of the GRANTOR's intention, the TRUSTEES, by an acknowledged written instrument, may amend the provisions of this Trust for the sole purpose of complying with the requirements of the Code, relating to the deductibility of any donations made to this Trust, and the regulations relating thereto in effect from time to time.

D. It is further the GRANTOR's intention that all donations to the Trust be received, held, administered, and expended in accordance with the provisions governing the Louisiana Endowment Trust Fund for Eminent Scholars.

Accordingly, the TRUSTEES shall receive, hold, administer, and expend all monies received by the Trust in accordance with all requirements imposed by the laws and regulations of the State of Louisiana with respect to the Louisiana Endowment Trust Fund for Eminent Scholars. In furtherance of GRANTOR's intention, the TRUSTEES, by an acknowledged written instrument, may amend the provisions of this Trust for the sole purpose of complying with the requirements of the Louisiana Endowment Trust Fund for Eminent Scholars, as that trust may be amended from time to time.

**ARTICLE FIVE: Exercise of TRUSTEES' Powers.**

A) All decisions of the TRUSTEES in the exercise of their discretion and in the performance of their duties hereunder shall be binding upon all parties interested or to become interested in this Trust.

B) No bond or other security shall be required of the TRUSTEES for the faithful performance of their duties as TRUSTEES.

C) No party dealing with the TRUSTEES in relation to this Trust shall be obligated to see to the application of any money or property paid or transferred to the TRUSTEES or to see that the terms of this Trust are complied with or to determine whether any action or failure to act on the part of the TRUSTEES is in accordance with or authorized by the terms of this Trust. Every instrument executed by the TRUSTEES shall be conclusive in favor of every person acting thereon that (i) at the time of delivery of such an instrument, the Trust was in full force and effect; (ii) said instrument was issued in accordance with the terms and provisions of this Trust; and (iii) the TRUSTEES were authorized and empowered to execute such instrument. The receipt given by the TRUSTEES shall discharge the person or persons

paying or transferring same, and the person or persons shall not be bound to see to its application or be answerable for the loss or misapplication thereof.

D) All TRUSTEES are relieved from all liability in connection with administration of the Trust, except for liability for breach of the duty of loyalty to a beneficiary or for breach of trust committed in bad faith. If in the TRUSTEES, best judgment this Trust should not be recorded in the public records, the TRUSTEES are absolved of all liability for failure to record in good faith.

**ARTICLE SIX: Removal or Substitution of TRUSTEES.**

A) The Board of Supervisors of the Louisiana State University and Agricultural and Mechanical College, acting jointly on behalf of **THE UNIVERSITY OF NEW ORLEANS**, and **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER** shall have the power, without application to any court for authority to do so and without assigning any reason therefor, to remove any **UNO TRUSTEE** or **LSU MEDICAL TRUSTEE** and to designate a new **UNO TRUSTEE** or **LSU MEDICAL TRUSTEE** at any time. Said removal or substitution shall be effective upon filing with the **TRUSTEES** of a written document exercising the aforesaid power of removal or substitution signed by the chairman of the Board of Supervisors of the Louisiana State University and Agricultural and Mechanical College. Any successor **UNO TRUSTEE** or **LSU MEDICAL TRUSTEE** shall, upon his or her appointment as provided hereunder, become vested with all the rights, powers, titles, authorities and discretions herein conferred upon the **UNO TRUSTEE** or **LSU MEDICAL TRUSTEE** without further acts.

B) The GRANTOR shall have the power, without application to any court for authority to do so and without assigning any reason therefor, to remove or vacate any CORPORATE TRUSTEE and at its option to designate a new CORPORATE TRUSTEE at any time. Said removal or substitution shall be effective upon filing with the TRUSTEES of a written document exercising the aforesaid power of removal, substitution or vacancy, signed by an authorized officer of GRANTOR. Any successor CORPORATE TRUSTEE shall, upon his or her appointment as provided hereunder, become vested with all the rights, powers, titles, authorities and discretions herein conferred upon the CORPORATE TRUSTEE without further acts.

C) Any CORPORATE TRUSTEE shall be a national bank or bank chartered by the State of Louisiana and having capital funds of not less than \$10,000,000 at the time of appointment.

**ARTICLE SEVEN: Expenses of the Trust.**

The TRUSTEES shall pay all expenses incurred in the administration of this Trust, including but not limited to those expenses set forth in Section 8 of Paragraph A of Article Four above and reasonable commissions and TRUSTEES' fees.

**ARTICLE EIGHT: Accounting.**

A) On an annual basis, the TRUSTEES shall prepare a notarized affidavit providing full disclosure of the financial activities of this Trust. Such financial disclosure shall include, without limitation, (1) a certification that the principal of the endowment fund has remained intact, and (2) an account of all earnings and expenditures associated with the Trust. The annual financial reporting shall be on a fiscal year commencing on July 1 through June 30.

The annual report shall be issued by September 30 of each year and shall reflect the financial activity through June 30 of the prior fiscal year.

B) The Louisiana Board of Regents shall have the right, at its discretion, to audit the books and records of account of the Trust and any segregated account thereof.

**ARTICLE NINE: Irrevocability and Governing Law.**

Subject to the provisions of Paragraph C of Article Four, this Trust and the Trust hereby created are irrevocable, and shall be governed and construed under the laws of the State of Louisiana.

**ARTICLE TEN: Name.**

This Trust shall be known as and may be referred to as **THE EDWARD G. SCHLIEDER HIGHER EDUCATION AND HEALTH INITIATIVES TRUST** as contemplated under the provisions of Louisiana Revised Statute 17:3384(B)(2).

**ARTICLE ELEVEN: Term.**

This Trust shall exist in perpetuity.

**ARTICLE TWELVE: Acceptance.**

The **TRUSTEES** hereby accept their duties and obligations as trustees of the Trust hereby created.

THUS DONE AND PASSED, in New Orleans, Louisiana on the 3<sup>rd</sup> day of December, 1994, in the presence of the appearers, the undersigned witnesses and me, Notary, after due reading of the whole.

WITNESSES:

Dorothy M. Plaisance  
[Signature]

GRANTOR:

THE EDWARD G. SCHLIEDER  
EDUCATIONAL FOUNDATION

By: [Signature]  
DONALD J. NALTY  
President

UNO TRUSTEE:

THE UNIVERSITY OF NEW ORLEANS

By: [Signature]  
DR. GREGORY M. ST.L. O'BRIEN  
Chancellor

LSU MEDICAL TRUSTEES:

THE LOUISIANA STATE UNIVERSITY  
MEDICAL CENTER

By: [Signature]  
MERVIN L. TRAIL, M.D.  
Acting Chancellor

CORPORATE TRUSTEE:

THE HIBERNIA NATIONAL BANK

By: [Signature]  
VICE PRESIDENT & TRUST OFFICER



**THE EDWARD G. SCHLIEDER  
HIGHER EDUCATION AND HEALTH INITIATIVES  
TRUST**

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**AMENDMENT TO TRUST**

**UNITED STATES OF AMERICA  
STATE OF LOUISIANA  
PARISH OF ORLEANS**

**BEFORE ME**, the undersigned Notary, and in the presence of the undersigned competent witnesses, personally came and appeared:

**1. DONALD J. NALTY**, appearing herein as President of the **EDWARD G. SCHLIEDER EDUCATIONAL FOUNDATION**, a Louisiana corporation, with its principal place of business located at 313 Carondelet Street - 1st Floor, New Orleans, Louisiana 70112, as **GRANTOR**; and

**2. DR. GREGORY M. ST. L. O'BRIEN**, appearing herein on behalf of The Board of Supervisors of the Louisiana State University & Agricultural & Mechanical College for and on behalf of **THE UNIVERSITY OF NEW ORLEANS** and as Chancellor of **THE UNIVERSITY OF NEW ORLEANS**, whose mailing address is "University of New Orleans Lakefront, New Orleans, Louisiana 70148 (hereinafter referred to as "**UNO TRUSTEE**")"; and

**3. MERVIN L. TRAIL, M.D.**, appearing herein on behalf of The Board of Supervisors of the Louisiana State University & Agricultural & Mechanical College for and on behalf of **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER** and as Acting Chancellor of **THE LOUISIANA STATE UNIVERSITY MEDICAL CENTER**,

whose mailing address is 433 Bolivar Street, New Orleans, Louisiana 70112-2223  
(hereinafter referred to as "LSU MEDICAL TRUSTEE"); and

4. **JOHN B. TRAINOR, JR.**, appearing herein on behalf of **HIBERNIA NATIONAL BANK**, a national banking institution, as trustee, with its principal place of business located at 313 Carondelet Street, New Orleans, Louisiana 70112 (hereinafter referred to as "CORPORATE TRUSTEE"); **UNO TRUSTEE, LSU MEDICAL TRUSTEE** and **CORPORATE TRUSTEE**, hereinafter being referred to jointly as the **TRUSTEES**.

In accordance with Article Four, paragraph C of The Edward G. Schlieder Higher Education Initiatives Trust dated December 30, 1994, the following amendment is made by the Trustees in order to maintain the tax exempt status of the Trust:

The purposes for which the Trust is organized are exclusively religious, charitable, scientific, literary, and educational within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law.

Notwithstanding any other provision of this instrument the Trust shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law.

Upon the dissolution of the Trust, the assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding section of any future federal tax code, or shall be distributed to the Federal, state or local government for a public purpose. Any such assets not so disposed of shall be disposed of by the Court of proper jurisdiction of the Parish in which the Trustee is then located, exclusively for such purposes.

THUS DONE AND PASSED, in New Orleans, Louisiana on the 7<sup>th</sup> day of October, 1996, in the presence of the appearers, the undersigned witnesses and me, Notary, after due reading of the whole.

**WITNESSES:**

Johnell B. Smith  
Shirley M. Holmes

**GRANTOR:**

**THE EDWARD G. SCHLIEDER  
EDUCATIONAL FOUNDATION**

By: Donald J. Nalty  
**DONALD J. NALTY**  
President

**UNO TRUSTEE:**

**THE UNIVERSITY OF NEW ORLEANS**

By: Dr. Gregory M. St. L. O'Brien  
**DR. GREGORY M. ST. L. O'BRIEN**  
Chancellor

**LSU MEDICAL TRUSTEES:**

**THE LOUISIANA STATE UNIVERSITY  
MEDICAL CENTER**

By: Mervin L. Trail, M.D.  
**MERVIN L. TRAIL, M.D.**  
Acting Chancellor

**CORPORATE TRUSTEE:**

**THE HIBERNIA NATIONAL BANK**

By: John B. Trainor, Jr.  
**JOHN B. TRAINOR, JR.**

**SECOND AMENDMENT OF  
THE EDWARD G. SCHLIEDER HIGHER EDUCATION AND  
HEALTH INITIATIVES TRUST**

**UNITED STATES OF AMERICA**

**STATE OF LOUISIANA**

**BE IT KNOWN**, that on the dates set forth below but effective on the \_\_\_\_ day of \_\_\_\_\_, 2017 (the “Effective Date”):

**BEFORE US**, the undersigned Notaries Public, duly commissioned and qualified in and for the Parishes indicated below, all within the State of Louisiana, and in the presence of the undersigned competent witnesses, personally came and appeared:

1. Elizabeth S. Nalty, in her capacity as president of the Edward G. Schlieder Educational Foundation, a Louisiana nonprofit corporation having its principal office at 201 St. Charles Avenue, Suite 2508, New Orleans, LA 70170, the Grantor and Settlor of the trust established December 30, 1994, as amended on October 7, 1996 (the “Trust”), and hereby amended, and also as designee and on behalf of the Edward G. Schlieder Educational Foundation (hereafter the “Schlieder Foundation”);
2. John W. Nicklow, as designee of, and appearing on behalf of, the Board of Supervisors for the University of Louisiana System for and on behalf of the University of New Orleans (hereafter the “UNO TRUSTEE”);
3. John B. Trainor, Jr., Senior Vice President and Trust Officer in the Wealth and Asset Management division of Capital One, NA, successor to Hibernia National Bank in New Orleans, as designee and appearing on behalf of Capital One, NA, a national banking association having an office in the Parish of Orleans, Louisiana (hereafter the “BANK TRUSTEE”); and

4. Larry Hollier, appearing herein as designee of and appearing herein on behalf of the Board of Supervisors of the Louisiana State University and Agricultural and Mechanical College for and on behalf of the Louisiana State University Medical Center, now the Louisiana State University Health Sciences Center-New Orleans, and as Chancellor of Louisiana State University Health Sciences Center-New Orleans, whose mailing address is 433 Bolivar Street, New Orleans, Louisiana, 70112-2223 (hereinafter the “LSU MEDICAL TRUSTEE”);

(the UNO TRUSTEE, the LSU MEDICAL TRUSTEE, and the BANK TRUSTEE hereinafter referred to collectively as the “TRUSTEES”) who declare as follows:

WHEREAS, the Schlieder Foundation declares that this Trust was created by The Edward G. Schlieder Educational Foundation as GRANTOR and SETTLOR by that instrument (the “Trust”) dated the 30<sup>th</sup> day of December 1994, as amended the 7<sup>th</sup> day of October, 1996. The name of this Trust is “The Edward G. Schlieder Higher Education and Health Initiatives Trust.” The Schlieder Foundation has heretofore contributed sums to the Trust which have been invested for the purpose of establishing an endowed chair for higher education and health initiatives, called the Edward G. Schlieder Chair in Higher Education and Health Initiatives (herein the “UNO Chair), at the University of New Orleans (hereafter “UNO”); and

WHEREAS, in the Trust, the Grantors named the LSU Board of Supervisors acting jointly on behalf of the University of New Orleans and the Louisiana State University Medical Center as the Charitable Beneficiary of both the income and principal of the Trust;

WHEREAS, at the time the Trust was created, the LSU Board of Supervisors was acting on behalf of the University of New Orleans because the University of New Orleans was part of LSU and was governed by the LSU Board of Supervisors;

WHEREAS, pursuant to La. R.S. 17:3230, the Louisiana Legislature transferred the University of New Orleans and the assets, funds, obligations, liabilities, programs and functions related thereto from the jurisdiction of the LSU Board of Supervisors to the jurisdiction of the University of Louisiana Board of Supervisors;

WHEREAS, the University of New Orleans is no longer part of LSU and is no longer subject to the supervision and management of LSU;

WHEREAS, the Trust provided that the funds placed in Trust were to be used to fund and to establish a chair by the University of New Orleans for and on behalf of the University of New Orleans and the Louisiana State University Medical Center to be established by the University of New Orleans;

WHEREAS, the Chair is housed at the University of New Orleans and has been constantly occupied by a faculty member of the University of New Orleans;

WHEREAS, the Trustees believe that the continuance of the Trust as it is currently confected would substantially impair the purposes of the Trust because the University of New Orleans is no longer an institution in LSU; and

WHEREAS, the Trustees, along with the Schlieder Foundation as GRANTOR and SETTLOR, being duly sworn by the undersigned Notaries Public, did depose and state that, pursuant to order of the Civil District Court of the Parish of Orleans issued on \_\_\_\_\_ in the matter entitled \_\_\_\_\_, (herein "Court Order"), and by these presents the Schlieder Foundation and the Trustees have been authorized to amend THE EDWARD G. SCHLIEDER HIGHER EDUCATION AND HEALTH INITIATIVES TRUST.

NOW, THEREFORE, pursuant to the Court Order, the Grantor and the Trustees amend the Trust to hereafter provide as follows:

1. All references to the “LSU Medical Trustee” are hereby deleted in their entirety and the term “Trustee” or “Trustees” shall refer only to one or more of the UNO Trustee and the Corporate Trustee as applicable.
2. All references to the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College are hereby deleted in their entirety.

*{Signature Pages Follow}*

*Signature Page for  
Second Amendment of  
the Edward G. Schlieder Higher Education and Health Initiative Trust*

**THUS DONE AND PASSED**, in the Parish of Orleans, State of Louisiana, on this \_\_\_\_ day of \_\_\_\_\_, 2017 in the presence of the appearer, the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES: Edward G. Schlieder Educational Foundation

\_\_\_\_\_  
By: \_\_\_\_\_  
Elizabeth S. Nalty, President

\_\_\_\_\_

\_\_\_\_\_  
NOTARY PUBLIC



*Signature Page for  
Second Amendment of the  
Edward G. Schlieder Higher Education and Health Initiatives Trust*

**THUS DONE AND PASSED**, in the Parish of Orleans, State of Louisiana, on this \_\_\_\_ day of \_\_\_\_\_, 2017 in the presence of the appearer, the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES:

LSU MEDICAL TRUSTEE

\_\_\_\_\_

By: \_\_\_\_\_  
Larry Hollier, Designee

\_\_\_\_\_

\_\_\_\_\_  
NOTARY PUBLIC

*Signature Page for  
Second Amendment of the  
Edward G. Schlieder Higher Education and Health Initiatives Trust*

**THUS DONE AND PASSED**, in the Parish of Orleans, State of Louisiana, on this \_\_\_\_ day of \_\_\_\_\_, 2017 in the presence of the appearer, the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES:

BANK TRUSTEE

Capital One Bank, N.A., Wealth and Asset Management

\_\_\_\_\_

By: \_\_\_\_\_

John B. Trainor, Jr.,  
Senior Vice President & Trust Officer

\_\_\_\_\_

\_\_\_\_\_  
NOTARY PUBLIC

*Signature Page for  
Second Amendment of the  
Edward G. Schlieder Higher Education and Health Initiatives Trust*

**THUS DONE AND PASSED**, in the Parish of Orleans, State of Louisiana, on this \_\_\_\_ day of \_\_\_\_\_, 2017 in the presence of the appearer, the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES:

UNO TRUSTEE

\_\_\_\_\_  
\_\_\_\_\_

By: \_\_\_\_\_  
John W. Nicklow, Designee

\_\_\_\_\_  
NOTARY PUBLIC



## Request to Approve the LSU Comprehensive and Strategic Master Plan for the Flagship Campus

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9, A.1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a “significant board matter”:

A.1 Any matter having a significant or long term impact, directly or indirectly, on the finances or the academic, educational, research, and service missions of the University or any of its campuses.

### **1. Summary of the Matter**

The Comprehensive and Strategic Master Plan for Louisiana’s flagship campus is the culmination of three years of intensive work led by the senior leadership and planning staff of the university, supported by NBBJ, a global leader for planning and architectural consulting. In its own words, the plan “provides a comprehensive and flexible physical framework that will serve as a blueprint to advance [LSU’s] strategic goals.” It charts the course for how the physical campus should grow in order to support the vision and goals established by the Strategic Plan 2025 unveiled last month.

The Master Plan provides not just a map for future campus development, but a Strategic Capital Plan to establish a comprehensive and flexible long term development plan driven by a thorough assessment of space needs, inclusive of intended enrollment growth, a governance structure for prioritizing capital construction, a plan to improve classroom utilization, a comprehensive mobility plan to address parking and bus, car, bicycle, and pedestrian flow, sustainability requirements, and other key components. It also includes new design guidelines that will ensure that future developments are consistent with the architectural intent of the university.

All parts of the LSU community, both internal and external, participated in the Master Planning process. In July 2014, President Alexander and Executive Vice President Layzell established an Executive Oversight Committee charged with preparing a comprehensive, modern update to the university’s previous Master Plan, which was produced in 2003. An extensive procurement process led to the selection of NBBJ to support the master planning exercise in October 2015.

Beginning in January 2016, LSU planning staff and NBBJ held extensive meetings with all parts of the internal LSU community, including senior leadership, deans and department heads, the Faculty, Staff, and Student Senates, and the faculty, staff, and students themselves as well as with numerous external stakeholders. The process reviewed classroom needs, research space requirements, faculty office needs, future enrollment goals, physical geography of the campus, facilities conditions, every factor that might impact the future development of LSU’s campus. For the first time, the plan also considered the infrastructure needs of future development.

The Master Plan now includes the most comprehensive analysis of the facilities and space needs, and green spaces ever completed in the university’s history, along with LSU’s first Strategic Capital Plan to guide future growth and development.

## **2. Review of Business Plan**

Approval of the Comprehensive and Strategic Master Plan does not constitute approval of any particular projects. Instead, the Master Plan provides the general framework within which future project decisions will be made. The Master Plan includes a Strategic Capital Plan that provides a comprehensive long-term development plan and governance structure to guide the university as it makes future development decisions.

## **3. Fiscal Impact**

There is no fiscal impact directly associated with the Master Plan.

## **4. Description of Competitive Process**

A competitive Request for Qualifications process was used to engage NBBJ to assist with the planning process that resulted in the Comprehensive and Strategic Master Plan.

## **5. Review of Legal Documents**

There are no legal agreements or contracts associated with the Comprehensive and Strategic Master Plan.

## **6. Parties of Interest**

N/A

## **7. Related Transactions**

N/A

## **8. Conflicts of Interest**

N/A.

## **9. Exhibits**

- I. Transmittal Letter
- II. Comprehensive and Strategic Master Plan (available on the Board website)

## **RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College hereby approves and adopts the Comprehensive and Strategic Master Plan for Louisiana's Flagship Campus, including the Design Guidelines and all other appendices and attachments thereto.



## OFFICE OF FACILITY SERVICES

Planning, Design &amp; Construction

**Date:** September 25, 2017

**To:** F. King Alexander,  
LSU President

**Through:** Daniel T. Layzell, Executive Vice President  
Finance & Administration/CFO

**Through:** Tony Lombardo, P.E., Associate Vice President  
Facility & Property Oversight

**From:** Roger E. Husser, P.E., Assistant Vice President  
Planning, Design & Construction

**Subject** **Board of Supervisors Agenda, October 13, 2017 Meeting**  
**Request to Approve the Comprehensive & Strategic Master Plan for the Flagship**  
**Campus**

LSU is requesting approval from the Board of Supervisors to approve the Comprehensive & Strategic Master Plan for the Flagship Campus.

We request this be placed on the agenda for the Board's meeting scheduled for October 13, 2017.

Thank you.

(DRAFT: 09.12.2017)

LOUISIANA STATE UNIVERSITY

# COMPREHENSIVE & STRATEGIC CAMPUS MASTER PLAN

SEPTEMBER 2017

LSU

LOUISIANA STATE UNIVERSITY

# COMPREHENSIVE & STRATEGIC CAMPUS MASTER PLAN

SPRING 2017

**Prepared by:**

NBBJ - Master Planning

**In Collaboration with:**

Eskew Dumez Ripple - Architectural Design Standards and Sustainability

Reed Hilderbrand - Landscape Architecture

Nelson Nyggard - Mobility Planning

Dober Lidsky Mathey - Academic Planning

JMZ Architects - Administrative Space Planning

Sherwood Engineers - Stormwater Management

Sightlines - Buildings Portfolio Solution

Brailsford & Dunlavey - Dining Framework

NBBJ - Wayfinding and Signage

Affiliated Engineers - Utilities Planning





## FOREWARD



LSU is Louisiana's flagship university, tasked with carrying out a three-pronged mission of excellence in research, education, and outreach. Counted among the nation's elite 1% of universities holding the triple-designation of land-, sea-, and space-grant institution, LSU leads the charge toward solving some of the biggest challenges facing the state, the nation, and the world.

In keeping with the university's focus on leadership and excellence, LSU embarked on the Comprehensive and Strategic Campus Master Plan process in January 2016. Designed to guide physical development on campus over the next decade and beyond, and aligned with LSU's strategic plan, it will provide a practical and flexible physical framework and serve as a blueprint to advance the university's goals. In addition, the creation of an implementation and governance document to accompany this plan will greatly enhance future planning, development, and investment efforts.

Having engaged a broad cross-section of university and community stakeholders in more than 120 engagement sessions during a two-year process, the Master Plan represents the needs and aspirations of the university community. Several key principles emerged from

this inclusive and transparent process that will guide our future development.

Special thanks go to LSU students, faculty, and staff; our neighbors and community organizations; and partners across Louisiana who contributed both time and expertise toward creating LSU's Comprehensive and Strategic Campus Master Plan.

As a university stakeholder, I hope you are as excited about the future of this university as I am, and that you see the invaluable step this Master Plan represents in our continued trajectory of excellence.

Thank you for supporting LSU, and Geaux Tigers!

Sincerely,

F. King Alexander  
LSU President

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# 1.0 EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

Louisiana State University (“LSU”) is the Flagship University for Louisiana, supporting land, sea and space grant research. LSU’s mission is to ready students to meet the environmental, social, economic, scientific and educational challenges locally and globally.

The purpose of this planning effort was development of a Comprehensive and Strategic Campus Master Plan (“Master Plan”) for LSU. The Master Plan effort is concentrated on LSU’s main campus in Baton Rouge which consists of approximately 1,200 acres with 13 million square feet in over 500 buildings serving over 30,000 students.

Building upon the physical framework established during the last campus-wide master planning effort in 2003, the Master Plan took into consideration the many new developments, district level studies, and various planning efforts that have occurred since its conception. A primary goal was to identify the drivers of the academic, research and community outreach mission that are projected to change in the future and identify their impact on the facilities and infrastructure. In addition, the Master Plan considers the ways in which recent changes within higher education, as they relate to pedagogies, technology, and funding models, will impact the institution in the future.

The Master Plan is the result of more than 100 meetings with multiple internal and external stakeholders and exhaustive research on university needs, planning studies and higher education trends, and this is the basis on which aspirations for the campus are built. Early engagement exercises were conducted through multiple meetings with many internal and external stakeholders that led to the development of the Vision Statement and the following guiding principles of the Master Plan.

### MASTER PLAN VISION STATEMENT

*Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU’s Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment....the Flagship of Flagship Universities.*

### MASTER PLAN GUIDING PRINCIPLES

#### Connect Campus and Community

- Seek partnership opportunities
- Enhance physical and programmatic campus connections to community
- Integrate campus and city edges to create seamless transitions
- Design surface parking to connect urban fabric with the campus

#### Celebrate Distinct LSU Campus and Context

- Integrate the historic fabric while designing for the future
- Respect the lowland and celebrate the bluff
- Celebrate the iconic landscape
- Utilize a diverse palette of plants that is responsive to underlying site characteristics of topography, hydrology, soil, and exposure
- Reflect the efficiency and economy of the historic character of architectural & landscape.
- Preserve LSU history and the culture of Athletics

#### Support High Performance Academic and Research

- Renovate interior academic and research space to support contemporary pedagogies
- Provide facilities that support diverse research needs

- Enhance visibility of academic programs
- Provide formal and informal spaces that inspire learning

#### **Enhance Student Life**

- Provide open spaces that accommodate flexible uses at a variety of scales.
- Create places for engagement, interaction, and student life
- Design welcoming and safe spaces
- Prioritize pedestrian movement through a safe, accessible network with a clear circulation hierarchy

#### **Promote Environmental Stewardship**

- Use resources responsibly
- Encourage sustainable travel modes as alternative to driving
- Maximize shade through arcades and tree canopy
- Integrate natural systems throughout campus by strategically incorporating landscape infrastructure
- Emphasize densification and rehabilitation over expansion and growth

Initial assumptions, necessary for planning exercise, to determine future student enrollment, space needs, program growth, as well as operational and service demands, were conceived and refined as the Strategic Plan development for LSU moved forward to inform, affirm, clarify or correct those assumptions based on the strategic direction of the institution and trends in higher education.

The Master Plan recommends strategies for enhancing existing campus facilities and infrastructure, augmenting campus outdoor

environments, and proposes new development to accommodate existing needs and future needs to accommodate the projected on-campus student enrollment of 35,565 along with an additional 235 faculty.

The Master Plan recommends a growth of about one million square feet of academic support space, which is primarily office, research, and administrative space required for right-sizing the existing academic space and to accommodate projected enrollment growth. The one million of academic support space represents the amount of square footage that the campus has capacity for and that the master plan identifies as potential long-term growth, if it occurs. Regardless of the extent to which on-campus enrollment grows at LSU, an additional two million square feet of mainly one story buildings that are in poor condition are being recommended to be replaced in the future.

The Master Plan recommended strategies are provided within a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus over the next decade and beyond.



CAMPUS MASTER PLAN VISION



# 2.0 INTRODUCTION

## BACKGROUND

The 2017 Comprehensive and Strategic Campus Master Plan is developed taking into consideration the various past planning efforts, the many new developments, and district level studies since 2003. Significant investments have been made on the LSU campus over the last 14 years – going back to the 2003 Master Plan, which has provided guidance for development on the LSU campus since its creation. About \$1.4 billion have been invested in capital improvements over the past 14 years with approximately \$800 million already intended to be invested over just the next four years.

Additionally, space on the LSU campus has increased by 23 % in the past 14 years, with growth of an additional 11% already anticipated in the next four years. This growth rate exceeds what was anticipated in 2003, with most of the growth attributable to auxiliary functions.

The 2003 Master Plan was followed by several detailed district level planning efforts, approved by the LSU Board of Supervisors, as well as several other planning endeavors and studies. The most significant of these planning efforts are:

- Residential Life Master Plan 2003
- Easy Streets Phase I District Master Plan 2006
- LSU AgCenter Central Research Station Master Plan 2007
- Parking and Traffic Plan 2008
- Research and Technology District Master Plan 2008
- Veterinary Medicine District Master Plan 2008
- Way-finding Master Plan & Guidelines 2009
- Easy Streets Phase II District Master Plan 2009
- Bike Master Plan 2009
- Burden / Rural Life District Master Plan 2009
- South Campus (Innovation Park) Master Plan 2009
- Hill Farm District Master Plan 2011
- UREC Project (South Campus Drive) 2012
- UREC Project (Gourrier Lane) 2012
- Nicholson Development District Master Plan 2013
- College of Engineering Master Plan & Program Update 2013
- Easy Street Phase III District Master Plan 2014
- Campus Edge Definition and Gateway Master Plan 2014
- Nicholson Development Master Plan Addendum 2014
- College of Human Sciences & Education (Huey P. Long) Program Update 2015
- Housing Master Plan Update\* 2014
- Dining Study\* 2015
- Parking Plan Update\* 2015
- Space Assessment & Utilization Study\* 2016
- Infrastructure/Utility Assessment\* 2016
- College of Science Plan\* 2016
- Return on Physical Assets (ROPA) - 2016
- \*Master Plan Component Studies

The intent of the 2017 Master Plan is to not only provide a more in-depth update to the plan, but to also develop a Comprehensive and Strategic Plan as to how the campus should be developed, inclusive of parking and infrastructure support, as buildings are constructed. The phased development plan provides a more Comprehensive and Strategic Plan that not only provides direction for future development to meet campus needs, but also develops a strategic, prioritized plan that directly relates to the annual campus Capital Outlay Request.



## PROCESS

LSU, in partnership with planning firm NBBJ, embarked on developing the Master Plan in October 2015. Spanning nearly two years, the master planning process was designed around three primary phases: Discovery (data collection, visioning, needs, analysis), Concepts Development (big picture strategies, master plan options) and Final Plan Development (strategic capital plan, finalize master plan, deliverables). As seen in the campus Master Plan organizational structure diagram, the process involved development and engagement with numerous committees made up of LSU campus stakeholders, both internal and external. The process was also designed to provide opportunities for the broader campus community and public to be engaged throughout the process. Campus community and public engagement opportunities included:

- On-campus open forums and presentations
- Online surveys
- Interactive project website: <https://masterplanLSU.com>

In preparation for the master planning process, an Executive Oversight Committee for this master planning effort began meeting in July 2014 with a Working Group, comprised of campus representatives, and a Support and Facilitation committee, comprised of Facility and Property Oversight staff, being formed shortly thereafter. Additionally, the Facility and Property Oversight staff examined funding opportunities and challenges and contacted peer institutions that recently completed master plans to discuss their experiences and the important takeaways and lessons learned during their process, which in turn generated the goals driving the master planning process.

The EOC adopted the following in preparation for the master planning process:

The process for developing the Master Plan would be

- Mission-driven
- Comprehensive and strategic in focus
- Transparent
- Well-communicated to the campus community and stakeholders
- Inclusive of internal and external stakeholders
- Thorough, but expeditious

The final Master Plan recommendations that result from this process would be

- Supportive of the overall University mission and vision
- Comprehensive and strategic in focus
- Pragmatic and attainable, but with a limited number of stretch priorities for the University
- Mindful of the limited resources available (including financial, human, space, and property)
- Structured to provide sufficient guidelines and parameters for setting capital priorities in the future, but flexible enough to allow the University to take advantage of potential opportunities not contemplated in the Master Plan that may arise in the future
- Cognizant of the need for integration of sustainability into the planning process and the impact of campus development on the environmental footprint of the university

**12+** On Campus Visits

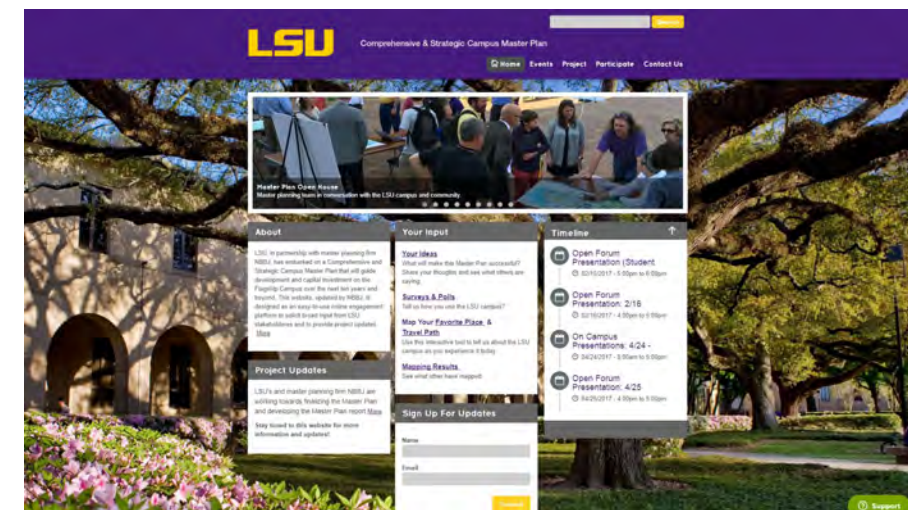
**120+** Stakeholders / Faculty / Student/ Staff / Leadership Meetings

**30+** Virtual Meetings / Interview Phone Meetings

**60+** Facilitation Team Design Workshops

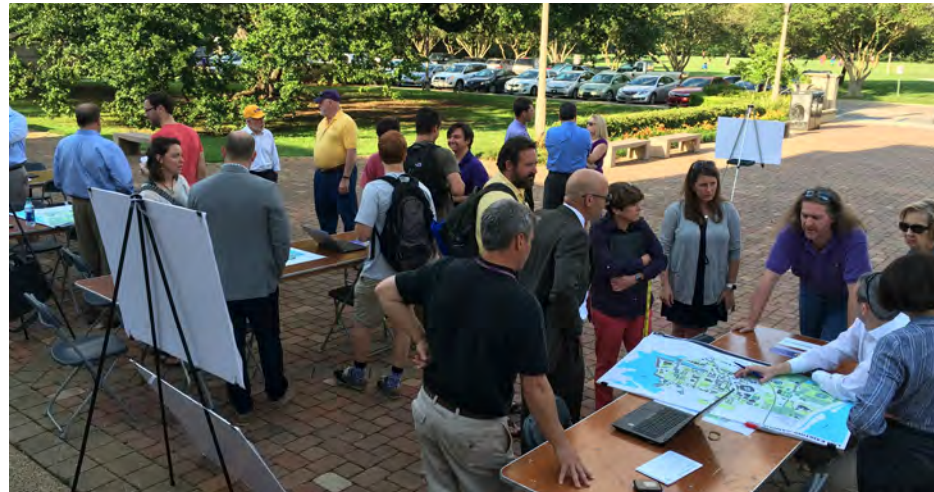
**4** Online Surveys

**+** Project Website <https://masterplanLSU.com>



CAMPUS AND COMMUNITY ENGAGEMENT

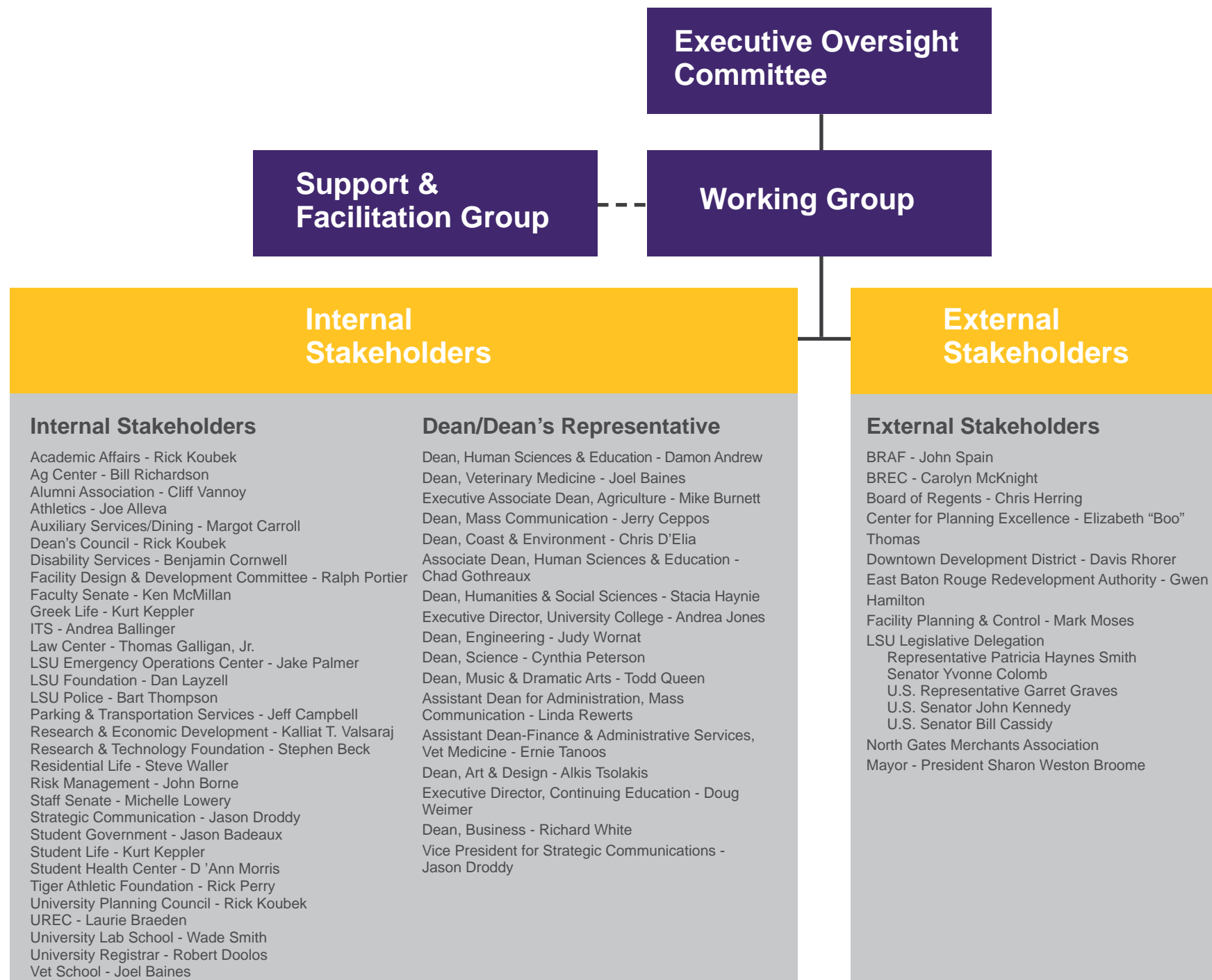
PHASE 1		PHASE 2		PHASE 3	
DATA COLLECTION, ANALYSIS, NEEDS IDENTIFICATION		CONCEPT DEVELOPMENT & TESTING		FINAL MASTER PLAN DEVELOPMENT & DELIVERY	
<p>1. Project Initiation</p> <p>2. Data Gathering &amp; Analysis</p> <p>3. Preliminary Goals &amp; Needs</p> <p>4. Revised Needs &amp; Big Picture Strategies</p>	<p><b>Key Phase 1 Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Master Plan website launch</li> <li>• Stakeholder engagement</li> <li>• Master plan vision</li> <li>• Needs and goals</li> <li>• Campus 3D digital model</li> </ul> <p><i>* Check-Point – seek EOC approval before proceeding</i></p>	<p>5. Preliminary Options</p> <p>6. Refine Options</p> <p>7. Preferred Concept / Draft Master Plan</p>	<p><b>Key Phase 2 Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Options evaluation matrix</li> <li>• Preferred concept / draft master plan</li> <li>• Real estate strategy</li> <li>• Draft defragmentation strategy</li> <li>• Broad brush costs</li> </ul> <p><i>* Check-Point – seek EOC approval before proceeding</i></p>	<p>8. Draft Master Plan</p> <p>9. Strategic Capital Planning &amp; Phasing</p> <p>10. Draft Report</p> <p>11. Final Master Plan &amp; Deliverables</p>	<p><b>Key Phase 3 Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Comprehensive and Strategic Master Plan</li> <li>• Strategic capital plan</li> <li>• Final report</li> <li>• Renderings and fundraising material</li> <li>• Master planning website support</li> <li>• 3D digital model, animations</li> </ul>
CONCLUDES MAY 2016		CONCLUDES NOVEMBER 2016		CONCLUDES OCTOBER 2017	



CAMPUS AND COMMUNITY ENGAGEMENT

# CAMPUS MASTER PLAN

## Organizational Structure



Executive Oversight Committee
<p>Executive Vice President for Finance &amp; Administration and CFO - Dan Layzell, Chair            Vice Chancellor &amp; Director of Athletics - Joe Alleva            Executive Vice President &amp; Provost - Richard Koubek            Vice President for Student Affairs - Kurt Keppler            LSU Board of Supervisors - Rolfe McCollister, Jr.            Professor &amp; Chair of Facility Design &amp; Development Committee - Ralph Portier            Vice President for Agriculture &amp; Dean of the College of Agriculture - Bill Richardson            Dean, College of Art &amp; Design - Alkis Tsolakis            President, Student Government - Jason Badeaux            Vice President for Research &amp; Economic Development - Kalliat Valsaraj</p>
Support & Facilitation Group
<p>Manager, Facility &amp; Property Oversight - Derrick Angelloz            Assistant Vice President, Planning, Design &amp; Construction - Roger Husser            Associate Vice President, Facility &amp; Property Oversight - Tony Lombardo            Assist. Vice President/University Architect-Facility &amp; Property Oversight - Danny Mahaffey            Associate Director, Planning, Design &amp; Construction-Campus Planning - Mary Milles            Executive Director, Facility &amp; Property Oversight - Tammy Millican, Chair            Assistant Director, Planning, Design &amp; Construction-Master Planning/Site Development - Dennis Mitchell            Director, Golf Course and Facility &amp; Property Oversight - Emily Smith</p>
Working Group
<p>Associate Vice President, Facility &amp; Property Oversight - Tony Lombardo, Chair            Student Government, Director, Campus Affairs &amp; Sustainability - Kevin Ellis            Deputy CIO and Executive Director for Information Security and Risk - John Borne            Director, Landscape Architecture - Mark Boyer            Senior Director Parking &amp; Transportation Services - Jeff Campbell            Senior Vice Provost for Human Resources and Facilities Management - Jane Cassidy            Faculty Senate President - Ken McMillan            Associate Athletic Director/Facility &amp; Project Development - Emmett David            Architecture Professor/University Planning Council Member - Michael Desmond            Director, LSU AgCenter Facilities Planning - Dale Frederick            Dean, Humanities &amp; Social Sciences - Stacia Haynie            Assistant Professor, Architecture - Robert Holton            Assistant Vice President, Planning, Design &amp; Construction - Roger Husser            Associate Vice Chancellor, Research &amp; Economic Development - Stephen Beck            Assist. Vice President/University Architect-Facility &amp; Property Oversight - Danny Mahaffey            Facility Design &amp; Development Committee (FDDC) Chair - Ralph Portier            Associate Vice President, Budget &amp; Planning - Tommy Smith            Staff Senate President - Michelle Lowery            Assistant Vice President, Residential Life &amp; Housing - Steve Waller            Executive Vice Chancellor &amp; Provost - Richard Koubek, Ex-Officio            Executive Vice President for Finance &amp; Administration &amp; CFO - Dan Layzell, Ex-Officio</p>

CAMPUS MASTER PLAN ORGANIZATIONAL STRUCTURE



# 3.0 ANALYSIS

## OVERVIEW

The Master Plan is grounded in a comprehensive and in-depth understanding of existing campus conditions and a thorough quantitative and qualitative assessment of existing and projected needs. Early engagement exercises were conducted through multiple meetings with many internal and external stakeholders that informed the campus needs. The overall assessment of the physical campus was conducted in the context of the neighborhoods surrounding the campus and the Baton Rouge community, that LSU is a critical part of.

Specific programmatic needs are identified based on a detailed space assessment and projected programmatic growth in accordance with future academic needs as compared to space assessment and utilization results. Assessing qualitative characteristics of existing academic and research spaces to support contemporary pedagogies proved critical in determining interior space renovation needs. Administrative, campus support space, dining, student residential life, and other student life and auxiliary needs were also gathered to ensure a holistic growth strategy.

The aesthetic quality and character of the LSU campus is a cherished and highly valued resource. The historic architectural and campus

open space and landscape environments were studied to find opportunities for their enhancement. Appreciation of the historic context was important in determining principles for campus design. Physical building conditions were also assessed to gauge the condition of buildings systems and overall deferred maintenance needs.

Impact of campus stormwater management to the campus grounds and facilities and to the regional watersheds was assessed to find ways to integrate the natural blueway (canal) systems throughout the campus.

Assessment of campus-wide energy and utility capacity and performance (steam, natural gas, chilled water, compressed air, electricity, and telecommunications systems) was conducted to determine ability of these systems to meet future utility demands based on projected campus growth needs.

The need for improved mobility (pedestrian, bicycle, automobile, shuttle/transit, service, and parking) was grounded in understanding comprehensively the current mobility systems, on and off-campus, compared to existing and projected demand, campus community

preferences, mobility trends, and best practices.

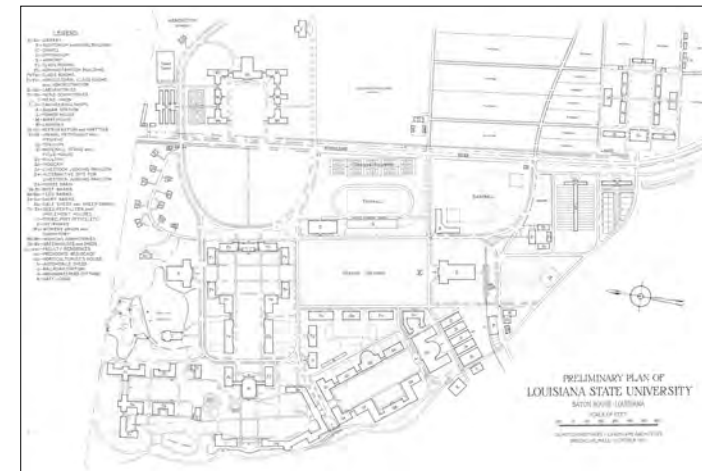
Understanding the impact of campus development on the environmental footprint of the university was critical to all the above analysis and resulting recommendations. The needs and strategies are aligned with the sustainability goals and objectives established by the Campus Committee on Sustainability.

### 3.1 CONTEXT

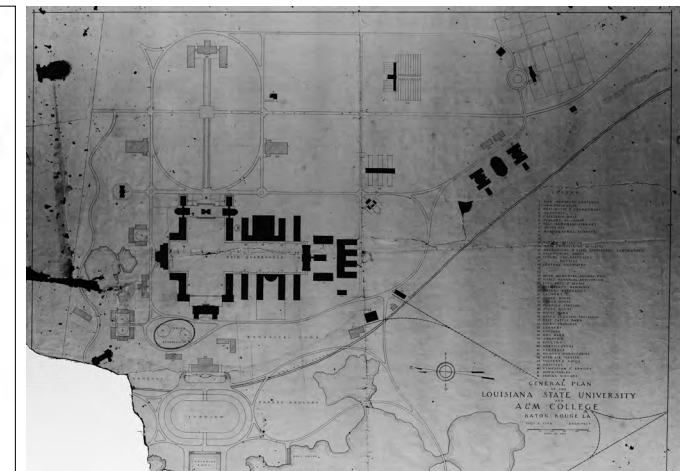
## CAMPUS EVOLUTION

The campus that we know today was relocated from downtown in 1926 following a series of surveys and planning studies by the Olmsted Brothers and Theodore Link with the ambition to prominently site the university overlooking the Mississippi River with room for future growth.

- **1910s & 20s** - The LSU campus began with the purchase of the Williams “Gartness” and Gourrier “Nestle Down” Plantations, spanning from the Mississippi River to the back swamp. The property included agricultural fields within the river floodplain, ‘rowed’ to improve drainage to existing intermittent bayous, as well as upland fields used for cattle grazing with remnant Magnolia, Oak, and Cypress groves. The two areas were separated by a distinct river escarpment landform, which informed the siting of the first campus buildings on the ‘high ground’ by the Olmsted Brothers, who completed a planning study in 1921.
- **1930s & 40s** - By the 1930’s much of the Link General Plan had been implemented, including a formal arrangement of academic buildings around a reoriented main Quad, a large sweeping parade ground, and an internal campus road network. The McIlhenny Landscape Plan from the late ‘30s established much of the Live Oak canopy that structures the campus today. A WPA era project dredged the Cypress Tupelo swamp to the east giving way to the LSU Lakes and Corporation Canal - two predominant hydrological features of the campus. Open pasture land was transformed into the campus ‘Hill Farm’.
- **1950s & 60s** - As the campus grew, it expanded to the east, while large roads and highways, like Nicholson Drive, extend south connecting the campus to downtown and beyond. Notable of this era is the addition of Middleton Library in the center of the Historic Quad, disrupting the cruciform design and creating a barrier in the main gathering space on campus.
- **1970s & 80s** - A critical mass of buildings occupy the lowland floodplain, consisting of large-scale athletic buildings, smaller support facilities, and surface parking that were sited with disregard for the original organizing feature of the escarpment, instead conforming to existing surface and road alignments.
- **1990s & 2000s** - Significant surface parking is crammed into smaller campus spaces, between buildings, and at the edges to support commuters and tailgating. Additional sports fields were developed near the levee in this decade.



1921 OLMSTED BROTHERS' PRELIMINARY PLAN



1922 THEODORE LINK'S GENERAL PLAN



(L)1938 E. A. MCILHENNY PROPOSED LANDSCAPE DEVELOPMENT PLAN; (R) BIRD'S EYE PHOTO OF THE 'RIDGE' IN THE EARLY 1930S.

## Campus Incremental Growth



1910S




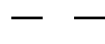











1930S



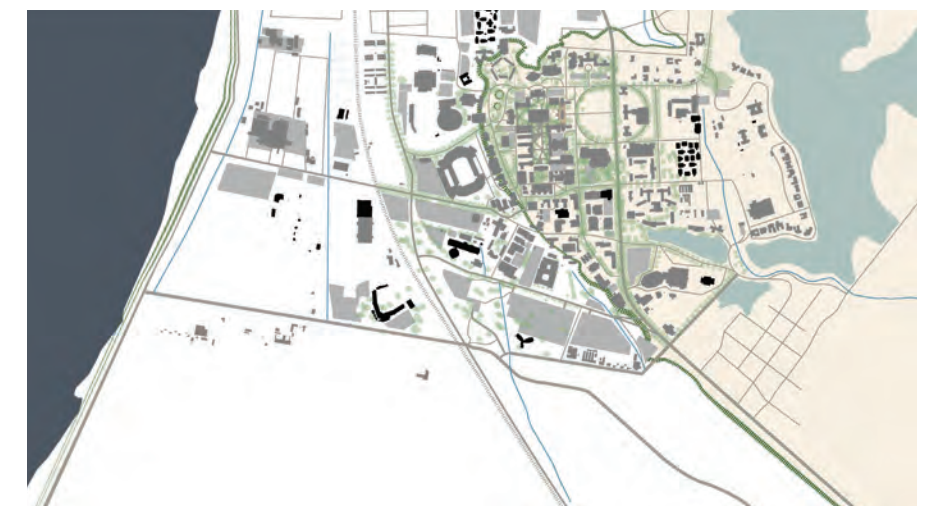
1950S

### Legend

	Mississippi River		Railroad
	Cypress Tupelo Swamp		Property Line
	LSU Lakes		Buildings Added
	Drainage Canal		Buildings Existing
	Canopy Trees		Parking
	Upland		
	Elevation Change		
	Road Network		



1970S



2000S



### 3.1 CONTEXT

## CAMPUS AND COMMUNITY

*“Engagement between the University and the communities it serves is vital to the mission of the public university.”*

- LSU Flagship 2020 Transforming Lives initiative

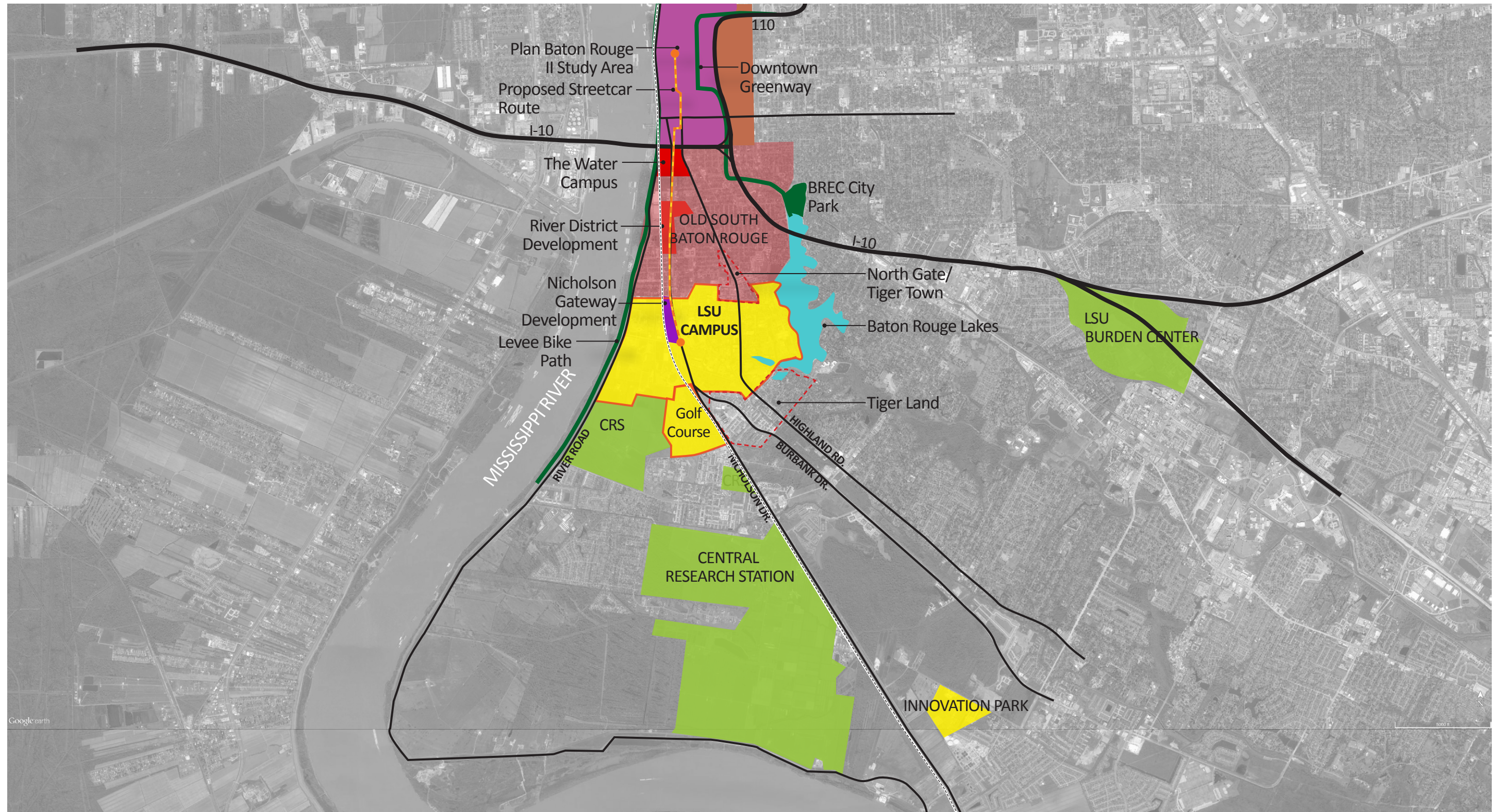
LSU’s main campus is embedded, geographically and culturally, in the Baton Rouge fabric. Occupying the most southerly natural bluff on the east bank of the Mississippi River, the 1,200 acre campus holds a uniquely prominent place in the larger riparian landscape of the river and its communities. In the 1920s the campus began with property that included agricultural fields within the river flood plain, as well as upland fields. The two areas were separated by a distinct river escarpment landform, which informed the siting of the first campus buildings on the ‘high ground’ or ‘highland’, for which Highland Road obtained its name, forming the cherished (and now historic) campus core.

Over the years, the campus has incrementally expanded outward from its core to the east (arrayed along Highland Road and University Lake) and to the lowlands in the west (across the railroad). While, this incremental campus expansion has largely disregarded the original organizing principles of the campus and has resulted in a somewhat disjointed campus fabric, it did bring the campus development physically closer to the surrounding neighborhoods and to the river. On the campus today, Nicholson Drive and Highland Road serve as major north-south urban arterial roads, connecting the campus to Old South Baton Rouge, Downtown Baton Rouge and to LSU’s own Innovation Park and the Central Research Station to the south, as well as the upcoming Water Campus to the north.

The main campus is adjacent to multiple existing community assets - Mississippi River to the west, the North Gates area to the north, the Baton Rouge Lakes to the east, and surrounding residential communities. The northern campus boundary presents immense opportunities to strengthen campus-community partnerships and furthering the vibrancy of the North Gates area. Developments to the south, including the recently built and proposed multi-story residential developments, will likely exacerbate traffic on the north-south arterials and pose infrastructural challenges for the campus, and the City at large, which will need to be mitigated.



COMMUNITIES SURROUNDING THE CAMPUS



LSU CAMPUS AND CITY CONTEXT

### 3.2 SPACE

## ACADEMIC SPACE

Currently, the University has 330 classrooms that were scheduled in the fall for 22 hours per week. The 2016 Instructional Space Utilization Study (conducted by JMZ Architects) analyzed all instructional spaces on the main campus and concluded that LSU currently has sufficient classrooms for its enrollment to increase significantly just by allowing classroom utilization to increase to the target set by the State. If the utilization was increased to the State standard of 30 hours per week, then at its current enrollment, LSU would need only 229 classrooms. This indicates that there is capacity to offer more courses in many classrooms and some class labs.

In addition to assessing the quantitative aspects of campus instructional environments, assessing their qualitative characteristics is critical. Qualitative aspects include condition of interior finishes, functional adequacy of the space, and location of the space and relative adjacencies to users. The 2016 utilization study found several instructional spaces inadequate due to configuration, environmental conditions, and acoustic issues. It also found about 18% of the space was in minimally acceptable or below acceptable levels and require improvements.

If LSU increased the square footage per station in classrooms to allow space for more flexibility in teaching and learning modes, and to provide larger, fully accessible furnishings, the available classroom space capacity would be reduced. The goal would be to implement a balanced approach - increasing classroom space utilization to State standard to meet projected needs and enrollment growth of 35,565 students while also strategically taking some classrooms offline for renovation in support of contemporary pedagogies.

Using the results of the academic space condition analysis, per the 2016 space utilization study, as a beginning point of reference and LSU's Strategic Plan as another key driver of the plan, facility needs for various academic and support programs were defined in context of existing needs and enrollment projections.

A 'space allocation model' was developed collaboratively with the University and each of the colleges, schools, centers and institutes, libraries, and the various support programs. The space allocation model helped estimate the future need for facility resources and are based, in part, on University planning assumptions consistent with the vision, mission, and Strategic Plan. The model will serve as a tool for LSU to explore changing assumptions and new scenarios and their impact on space needs.

The model was run twice using two different scenarios. Once to determine how much space the colleges should have if they were 'right sized' (calibrating the size of a room to meet its intended purpose) using the accepted space standards and guidelines. The model was run a second time to show how much space might be needed when LSU reaches an enrollment target of **35,565** students and the number of faculty were to increase by **235**. Since classroom spaces needs were separately studied, the modeled scenarios focused on non-classroom related academic space (department faculty and staff offices, class labs, research labs, academic support space etc.) The gross square feet required in the future is estimated at 988,600 GSF. The resulting needs are summarized in the table in the following page and further described in the Academic Space Study Findings (see Appendix.)



EXISTING CLASSROOM S DEPICTING SOME OUTDATED INTERIOR LAYOUTS

**LSU TOTAL NASF - RIGHT-SIZED and PROJECTED V4**

Tab	COLLEGES, SCHOOLS, AND RELATED PROGRAMS	A EXISTING NASF	B EXISTING NASF Minus Classrooms	C Right Sized NASF Minus Classrooms	D Projected NASF Minus Classrooms	E Additional NASF	F Net:Gross Ratio	G Additional Gross Sq. Ft.
COA	College of Agriculture	678,909	665,043	695,833	720,862	55,819	63%	88,601
CA&D	College of Art and Design	214,593	198,860	189,493	241,014	42,154	60%	70,256
COE	College of Engineering	497,499	451,217	418,695	557,812	106,595	60%	177,658
CHSE	College of Human Science and Education	221,076	213,022	241,462	255,310	42,288	63%	67,130
CHSS	College of Humanities and Social Sciences	176,404	169,014	193,138	217,444	48,430	63%	76,880
CMDA	College of Music and Dramatic Arts	128,836	116,568	133,917	133,728	17,160	65%	26,410
COS	College of Science (Cannon MP)	521,212	510,020	553,000	612,950	102,930	58%	177,470
Law Ctr	Law Center	134,792	108,134	139,124	144,063	35,929	63%	57,040
MSMC	Manship School of Mass Communication	32,994	28,900	30,821	59,496	30,596	63%	48,570
OCOB	Ourso College of Business Admin	118,894	101,132	101,632	124,798	23,666	65%	36,410
CCE	College of the Coast and Environment	121,855	119,913	116,962	118,814		60%	
SVM	School of Veterinary Medicine	285,737	278,501	336,906	375,807	97,306	60%	162,180
<b>Totals:</b>		<b>3,132,801</b>	<b>2,960,324</b>	<b>3,150,982</b>	<b>3,562,099</b>	<b>602,874</b>		<b>988,606</b>

LSU TOTAL NASF - RIGHT SIZED AND PROJECTED

### 3.2 SPACE

## ADMINISTRATIVE AND SUPPORT SPACE

Needs for LSU’s 32 administrative departments were analyzed as part of the master planning process. These departments (as listed in the adjoining table) occupy 168,518 net square feet (NSF) in 11 buildings. 25 meetings with over 40 individuals representing those administrative units were conducted.

Discussions with administrative department representatives focused on the adequacy of the existing space to support the current and future needs of each department. They were also asked to identify ideal adjacencies among their departments to work efficiently, share resources, and provide excellent service to the campus community. An overarching goal was established to identify the highest and best use of the existing buildings on the campus. The primary themes identified in administrative space programming sessions were:

#### STAFFING

- As the University seeks efficiency within its fiscal constraints, most administrative departments will not add staff in the coming years. While additional space may be needed to “right-size” administrative functions, very little space will be needed to accommodate staff growth.
- The entire University will be affected by the transition to Workday (software) and the streamlining of accounting and human resources processes. This will result in the reorganization of administrative personnel over the course of several years.

#### DEPARTMENT LOCATIONS

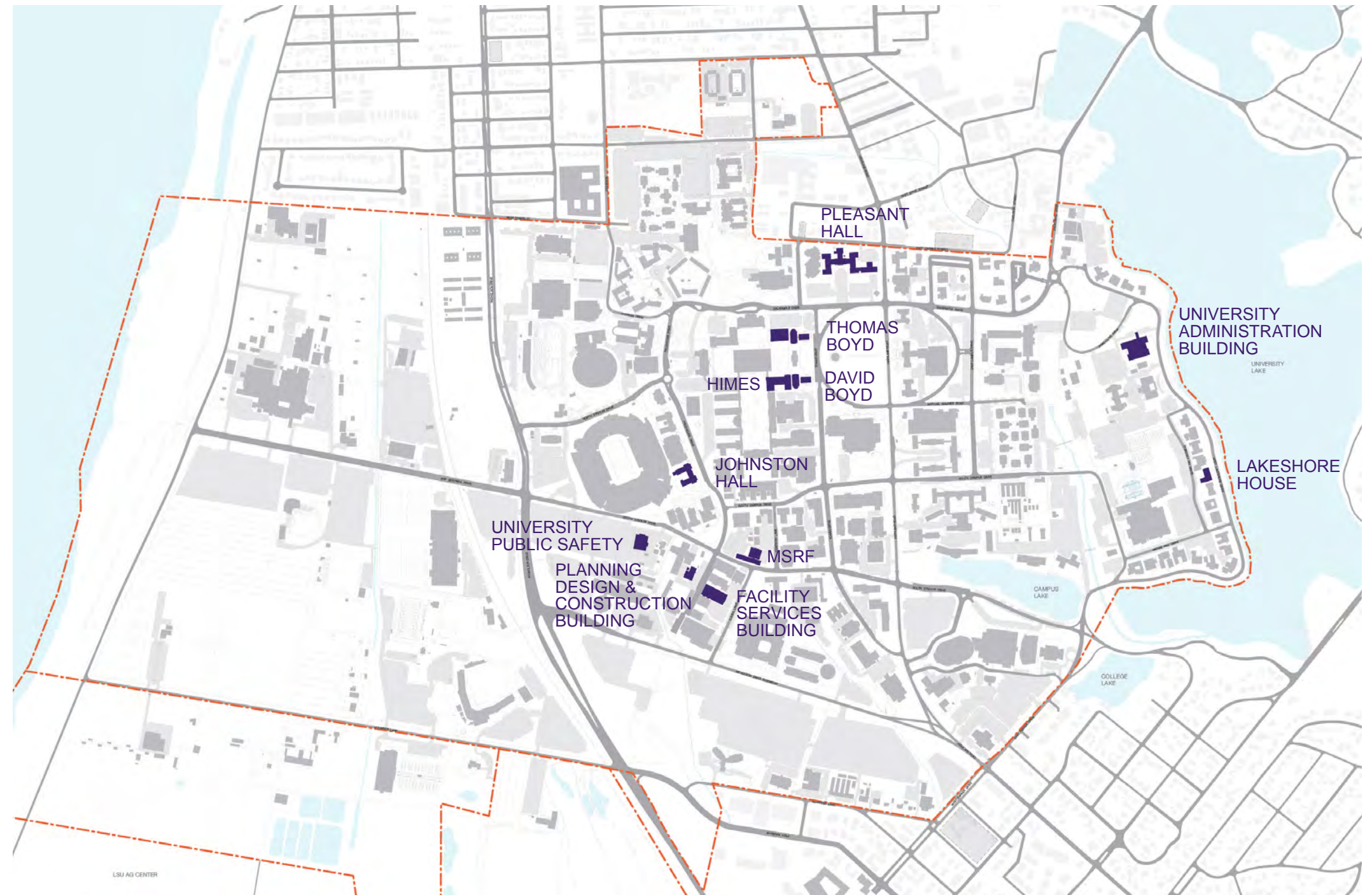
- Several departments have utilized office space in multiple buildings and have become fragmented over time. They should be consolidated to improve workflow, efficiency, and access.
- Some administrative departments currently located in the academic core of campus should be moved to make prime space available for academic functions. In contrast, the President’s Office and associated departments would benefit from moving into the campus core to be geographically and philosophically closer to students and faculty.
- A new location should be identified for Strategic Communications/Public Affairs to enable the Lakeshore House to be converted back to its original function as a Greek house.

Given the number of buildings in play and the need for administrative space to be relocated and consolidated, administrative space shifts would have to be carefully coordinated with and enabled by moves of academic departments.


Using standardized office sizes, a detailed space program was developed to reflect each department’s specific needs. While 60% of the departments require some additional space to properly meet their future needs, especially Enrollment Management and the Office of Sponsored Programs, it represents only an 8% increase (13,011 NSF) over existing net square footage. The projected needs are outlined in the adjoining table and documented in detail in the Administrative Space Study Findings document (see Appendix.)

Department	Existing NSF	Projected NSF	Delta
Academic Affairs (Jane Cassidy, Matthew Lee, and staff)	2,857	2,857	0
Budget & Planning	3,146	3,080	66
Dean - Graduate School	5,406	6,973	(1,567)
Disability Services	3,577	3,577	0
Division of Strategic Communications	11,653	10,460	1,193
Emergency Operations Center	0	620	(620)
Enrollment Management	15,529	19,605	(4,076)
Executive Vice President & Provost of Academic Affairs	1,652	1,510	142
Facility & Property Oversight	39,483	40,483	(1,000)
Financial Systems Services	1,752	1,920	(168)
First Year Experience	2,612	3,070	(458)
Governmental Relations and Institutional Advancement	1,903	2,210	(307)
Human Resource Management	6,449	6,360	89
Office of Accounting Services	14,649	14,105	544
Office of Board of Supervisors	4,353	6,735	(2,382)
Office of CIO (in D. Boyd)	3,399	1,076	2,323
Office of Diversity	2,255	2,245	10
Office of General Counsel	1,776	2,490	(714)
Office of Internal Audit	2,954	3,040	(86)
Office of Sponsored Programs (OSP)	2,854	4,230	(1,376)
Office of the President	4,429	4,930	(501)
Experience LSU	1,503	1,860	(357)
Parking and Transportation Services	2,623	3,150	(527)
Police and Public Safety	3,809	5,093	(1,284)
Procurement & Property Management	3,315	3,950	(635)
Risk Management	1,948	2,270	(322)
University Registrar	4,901	5,710	(809)
User Support & Student IT Enablement	4,912	4,912	0
Vice Chancellor - Research	3,056	3,042	14
Vice President Finance & Administration/CFO	6,284	6,230	54
Vice President for Student Affairs	1,861	1,861	0
VP of Human Resource Management & Risk Management	1,618	1,875	(257)
<b>Total</b>	<b>168,518</b>	<b>181,529</b>	<b>(13,011)</b>

ADMINISTRATIVE AND SUPPORT SPACE PROJECTED NEEDS



**Legend**

 Existing Administrative and Support Space

EXISTING ADMINISTRATIVE AND SUPPORT SPACE



### 3.2 SPACE

## DINING SPACE

LSU Dining is a robust campus dining program intended to serve the broad needs and preferences of residential students, commuter students, faculty, staff, and campus visitors. The program currently consists of two residential dining halls, conveniently situated in the center of the north and south residential communities; a main retail hub in the student center; and 11 other satellite dining platforms scattered throughout campus. The maps on the following page indicate the dining locations and demand zones.

A campus zone framework was used to project dining demand across campus. In consultation with the University, 22 proximity zones were delineated based on a mix of geographic barriers, building functions, and campus pedestrian patterns. The findings summarized below and further described in the Dining Study Findings document (see Appendix) helped identify future demand and capacity requirements (throughput).

- The campus’s current dining locations and concepts (menu and service styles) restrict LSU’s ability to capture market demand during

peak times, particularly lunch during the academic week.

- Based on the dining demand model driven by LSU’s academic population density throughout the day and filtered by the University’s dining vision, LSU could capture approximately 4,750 lunch customers within a one-hour period (refer table below). However, LSU only captures 6.5% of the campus community during peak demand—weekday lunch between noon and 1:00 p.m. LSU has the opportunity to double capture rates by placing appealing and efficient concepts in high-density areas.

- LSU captures 12% of the total residential population between 5:00 p.m. and 6:00 p.m. (peak dinner hour). To sustain high residential student satisfaction, LSU should incrementally grow market capture of residential students at dinner.

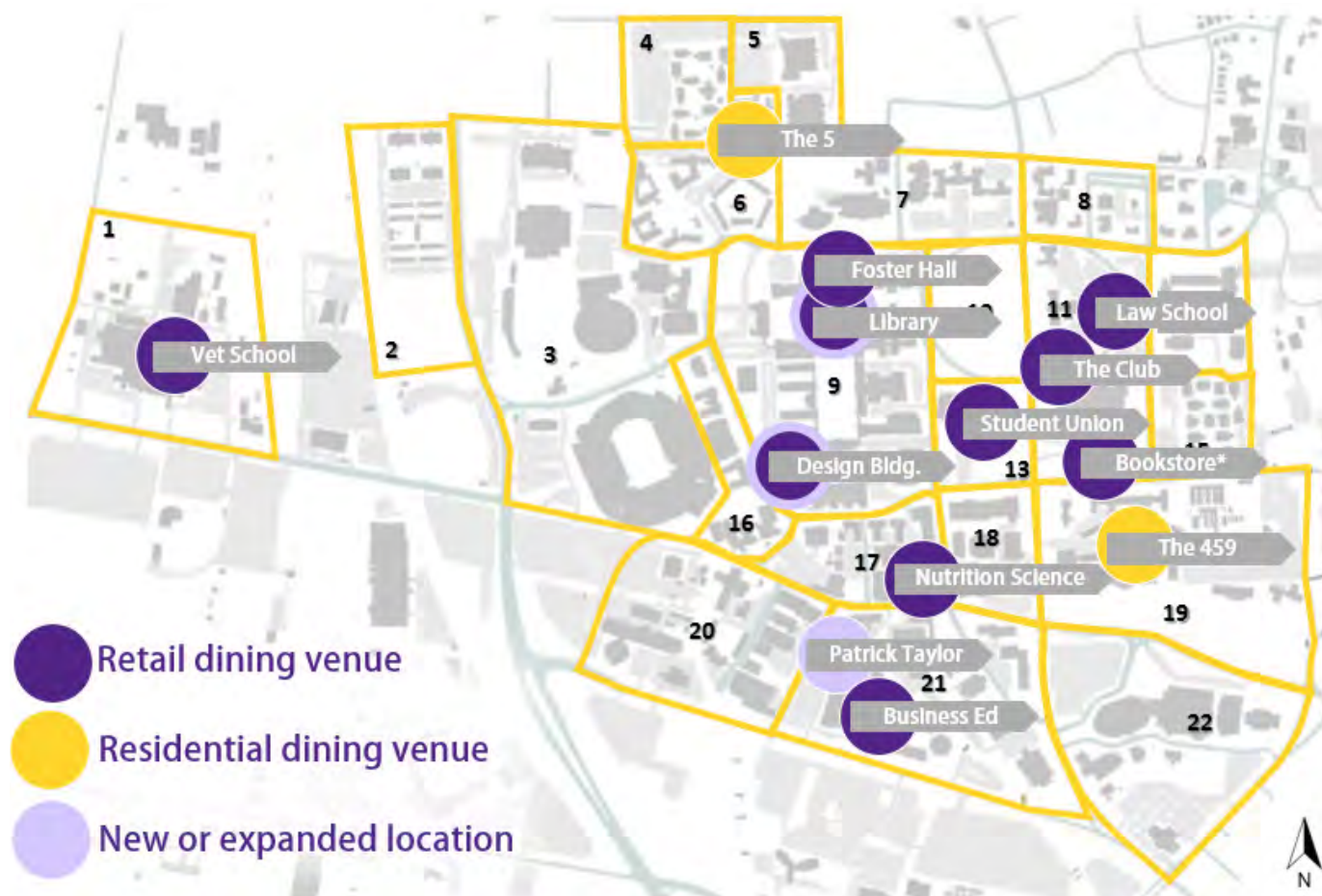
This demand analysis coupled with LSU’s housing plan to develop new beds on campus for first and second year students (non-kitchen units with required residential meal plan) projects an increase in peak-hour demand in both the north and south residential neighborhoods,

Residential Community	Zone	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
South (The 5)	4	0	0	0	0	0	0
	5	0	0	0	0	0	0
	6	303	385	411	487	687	684
North (The 459)	19	308	389	415	467	314	470

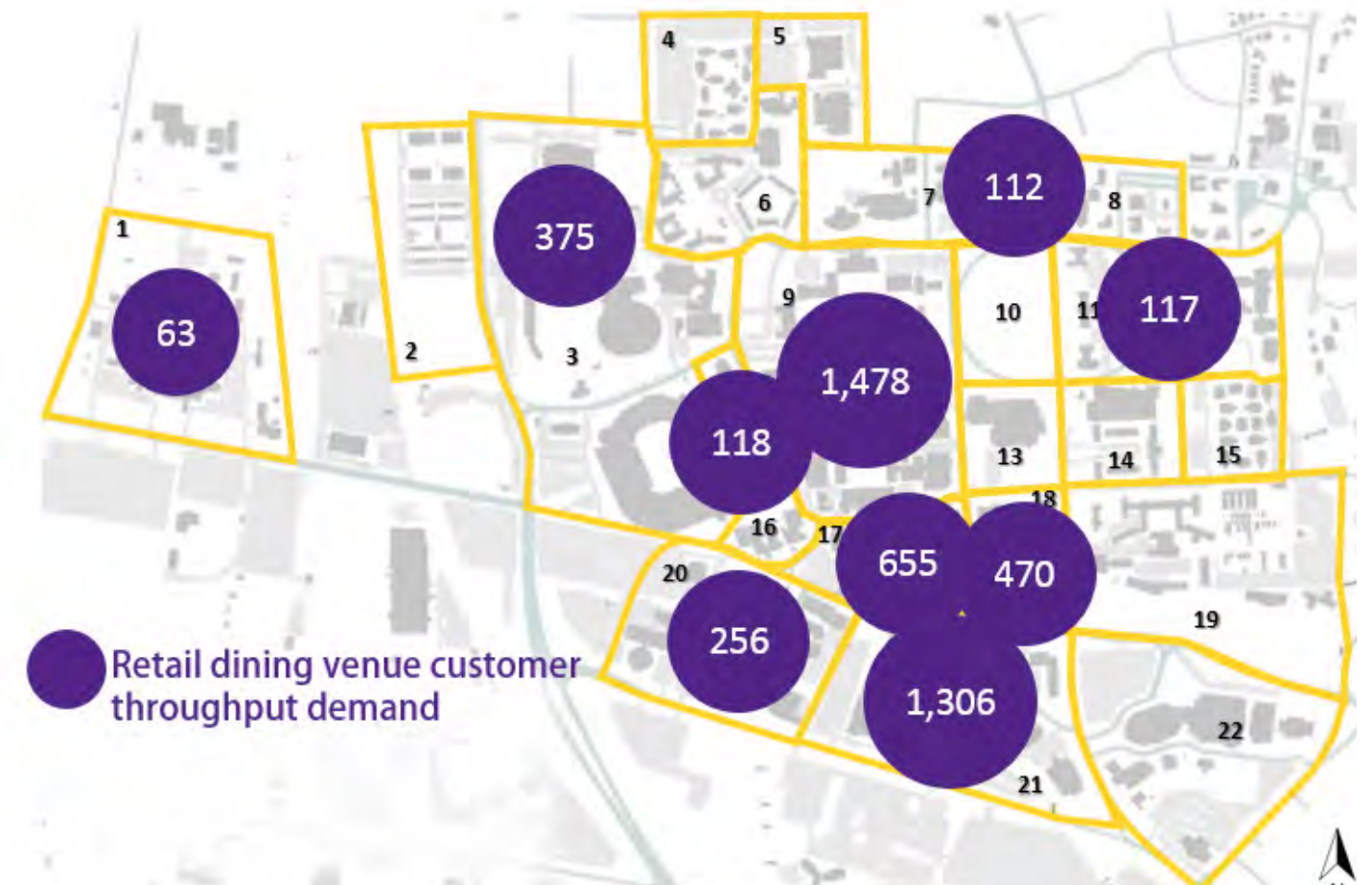
LSU’S PROJECTED RESIDENTIAL DINING DEMAND BY ACADEMIC YEAR DURING PEAK HOUR (5:00 P.M. – 6:00 P.M.)



CURRENT CAMPUS DINING SPACE



LSU DINING LOCATIONS AND CAMPUS DINING DEMAND ZONES



LSU DINING RETAIL DEMAND (THROUGHPUT) BETWEEN NOON AND 1:00 P.M. BASED ON SOUTHERN DENSITY SHIFT AND 33,000 ENROLLMENT



### 3.3 BUILDINGS

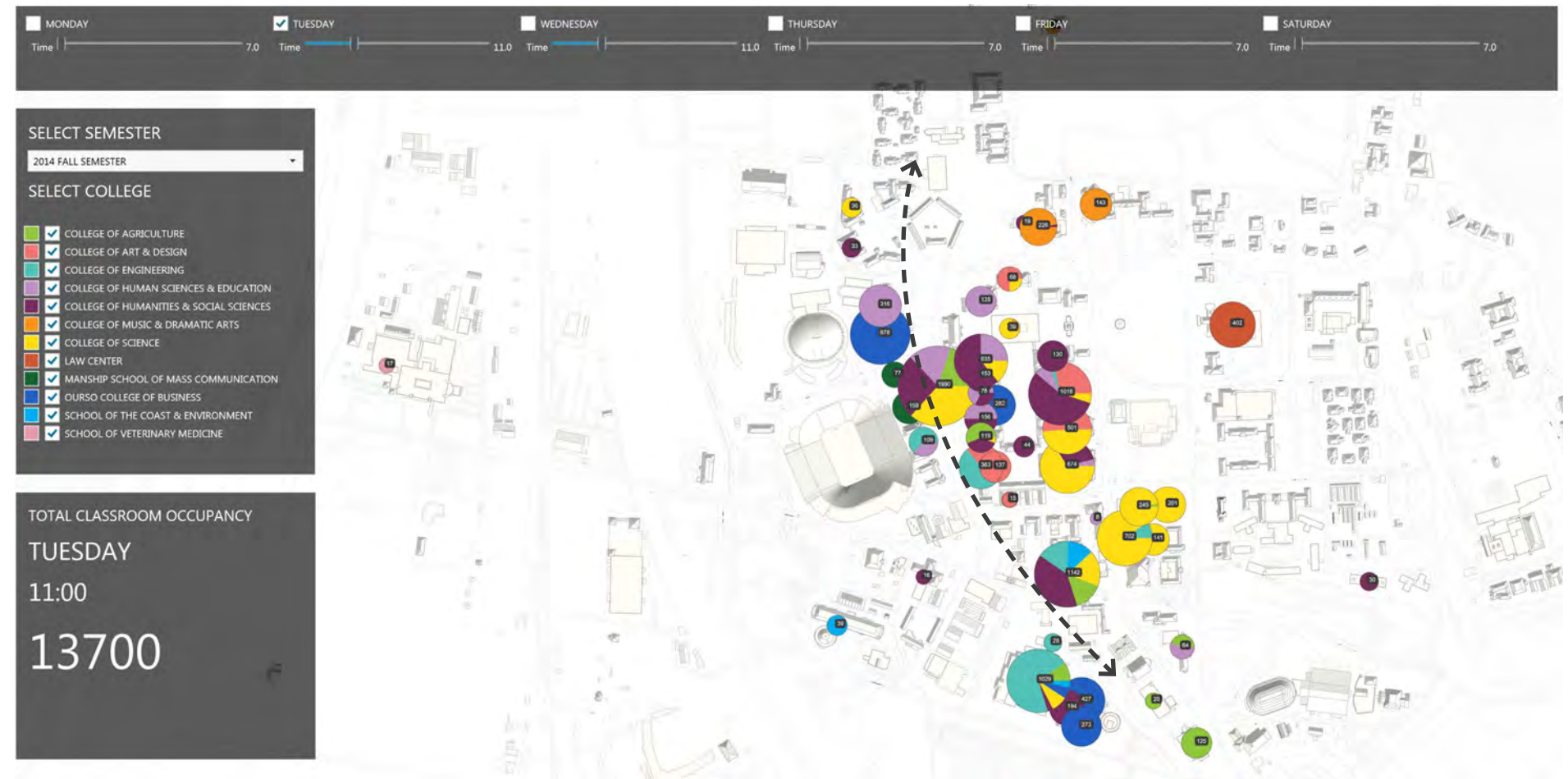
## BUILDING ASSESSMENT

Mapping the age of buildings, their historic status, and primary use reinforces the pattern of campus development over the decade and its implication on the fabric of the campus and land use. The oldest and historically significant buildings of the campus are located in the campus core and serve, primarily, academic functions. With their relatively narrow floor plans, the older core campus buildings will need to be renovated and adapted to support contemporary learning and to meet campus program needs.

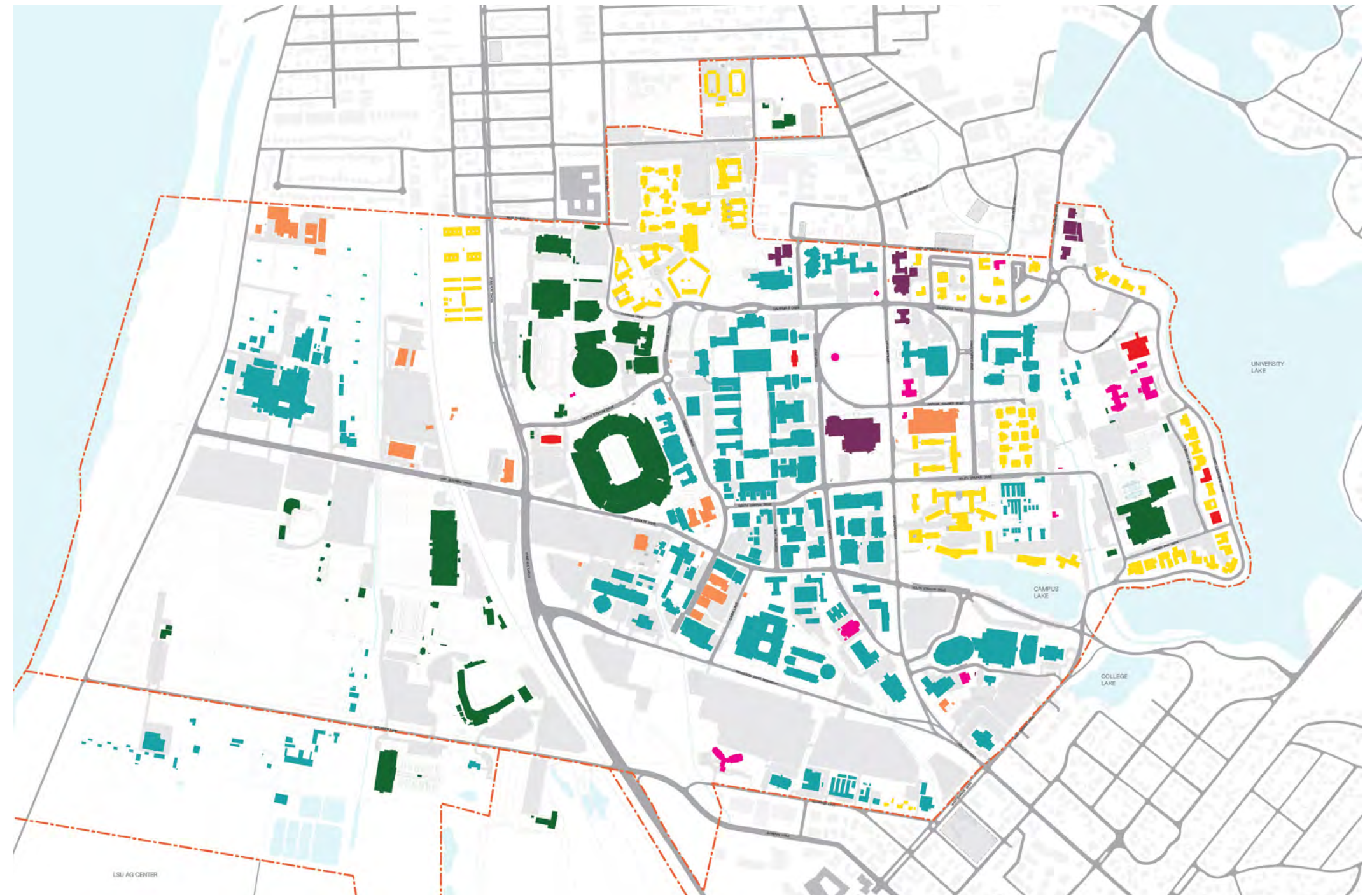
Academic and academic supporting uses also occupy buildings to the south of the historic core. The third cluster of academic use (School of Veterinary Medicine programs) is in the north-west quadrant of the campus, physically separated from the core campus by Nicholson Drive and the railroad, but in close proximity to open space lands that support specific program uses.

Residential uses are strategically located at the north and east areas of the campus in close proximity to the North Gates neighborhood, University and Campus Lakes and University recreation and athletic amenities. Athletics facilities are primarily in the north-south zone to the east and west of Nicholson Drive.

To assess the geographic implication of student activity areas, the fall semester class schedule was dynamically mapped to the campus buildings. While students traverse throughout the campus at various times of the day and week, and while there is activity in various academic zones of the campus a clear pattern of academic activity (arrayed along a north-south arc) is evident as seen in the class schedule visualization diagram. This arc pattern falls very closely the naturally occurring campus elevation change line (“the bluff”).



CAMPUS CLASS SCHEDULE VISUALIZATION

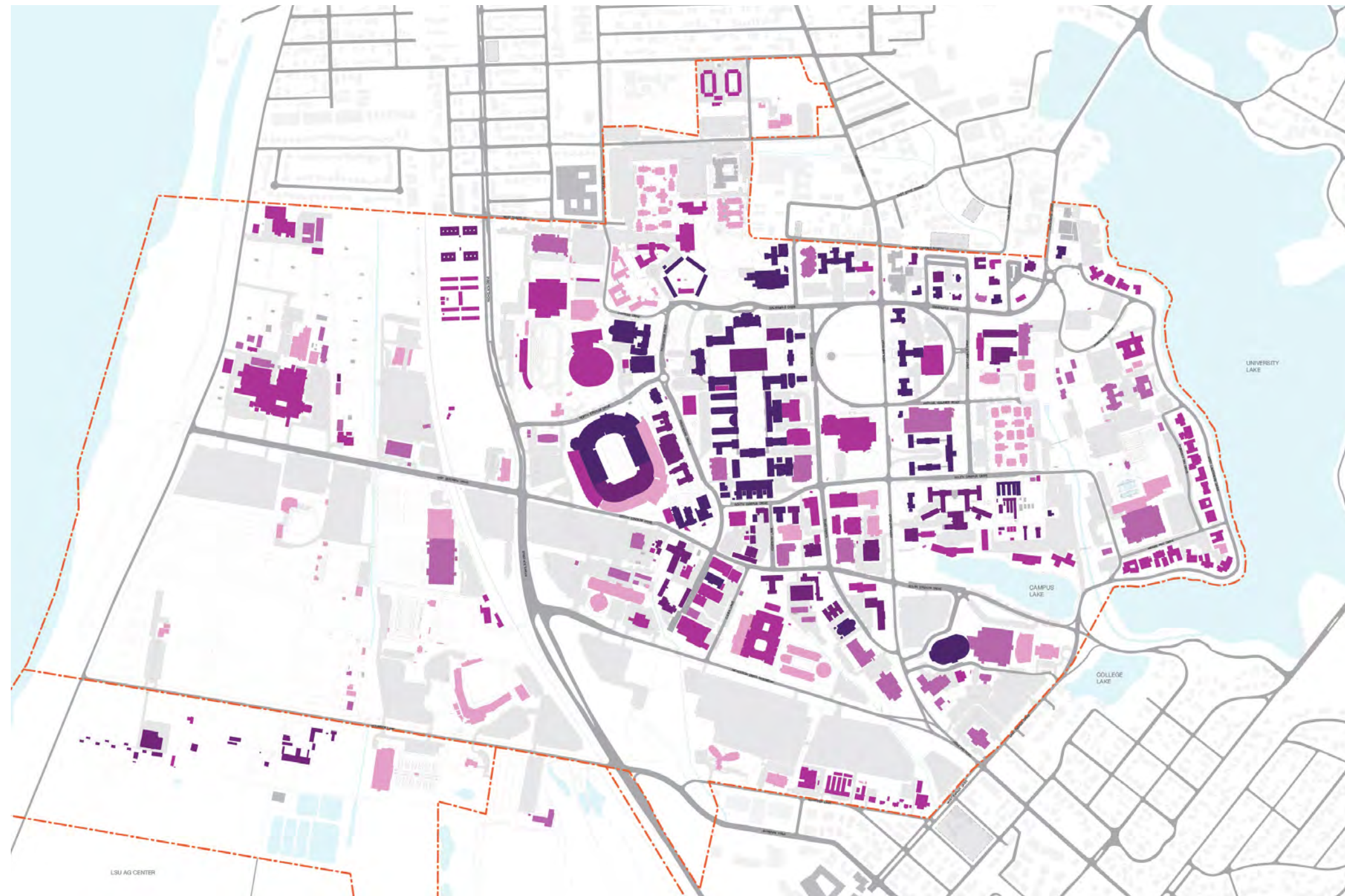


**Legend**

- Administrative & Support
- Academic / Research
- Residential
- Campus Life
- Sport / Recreation
- Facilities / Support
- Misc. Amenities
- Unknown

EXISTING BUILDING USE

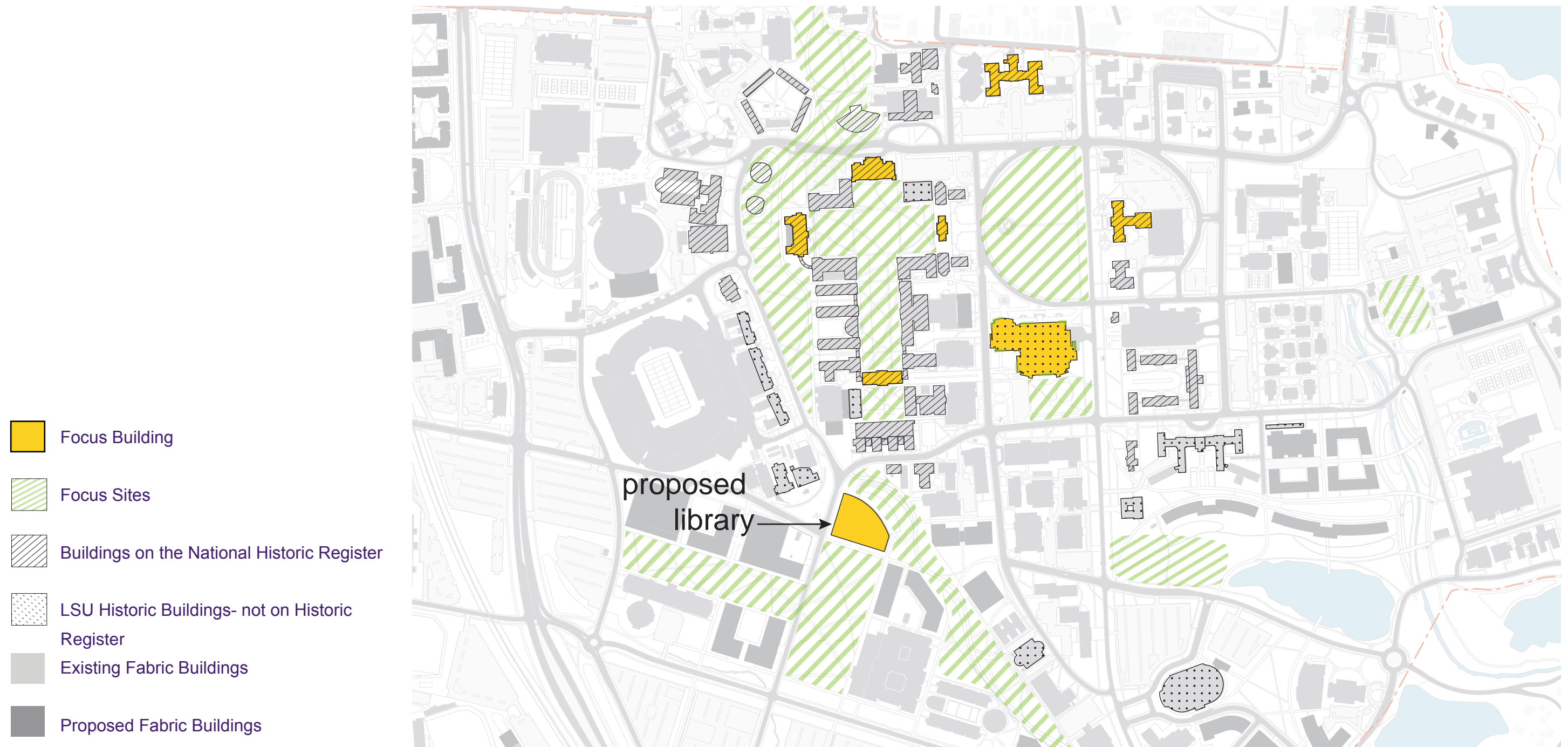




**Legend**

- 1919-1939
- 1940 -1959
- 1960 -1979
- 1980 - 1999
- 2000 - 2019
- Unknown

BUILDING AGE



HISTORIC AND FOCUS BUILDINGS



### 3.3 BUILDINGS

## FACILITIES CONDITION ASSESSMENT

Physical building conditions were assessed to gauge the condition of buildings systems and their overall deferred maintenance needs. A “buildings portfolio solutions” method was utilized in the facilities assessment wherein buildings were grouped into the following categories: buildings to keep, buildings to demolish, buildings off-campus and buildings in question.

Although some buildings were deemed to be in very poor condition, many were determined to be kept due to their historic value. The ‘buildings in question’ group was then sub-divided into categories based on their ‘Net Asset Value’. Building deferred maintenance needs generated through the “buildings portfolio solutions” were added to the assessment.

The bar chart on the following page represents total current and upcoming deferred maintenance need by year through 2026. Projects for systems or sub-systems that have already failed, are performing at decreased efficiency or that are performing at an increased cost are labeled as ‘backlog.’

Of the \$894M in identified deferred maintenance need, \$588M falls into “backlog” and represents need that is past due. The need was also examined by the following investment criteria:

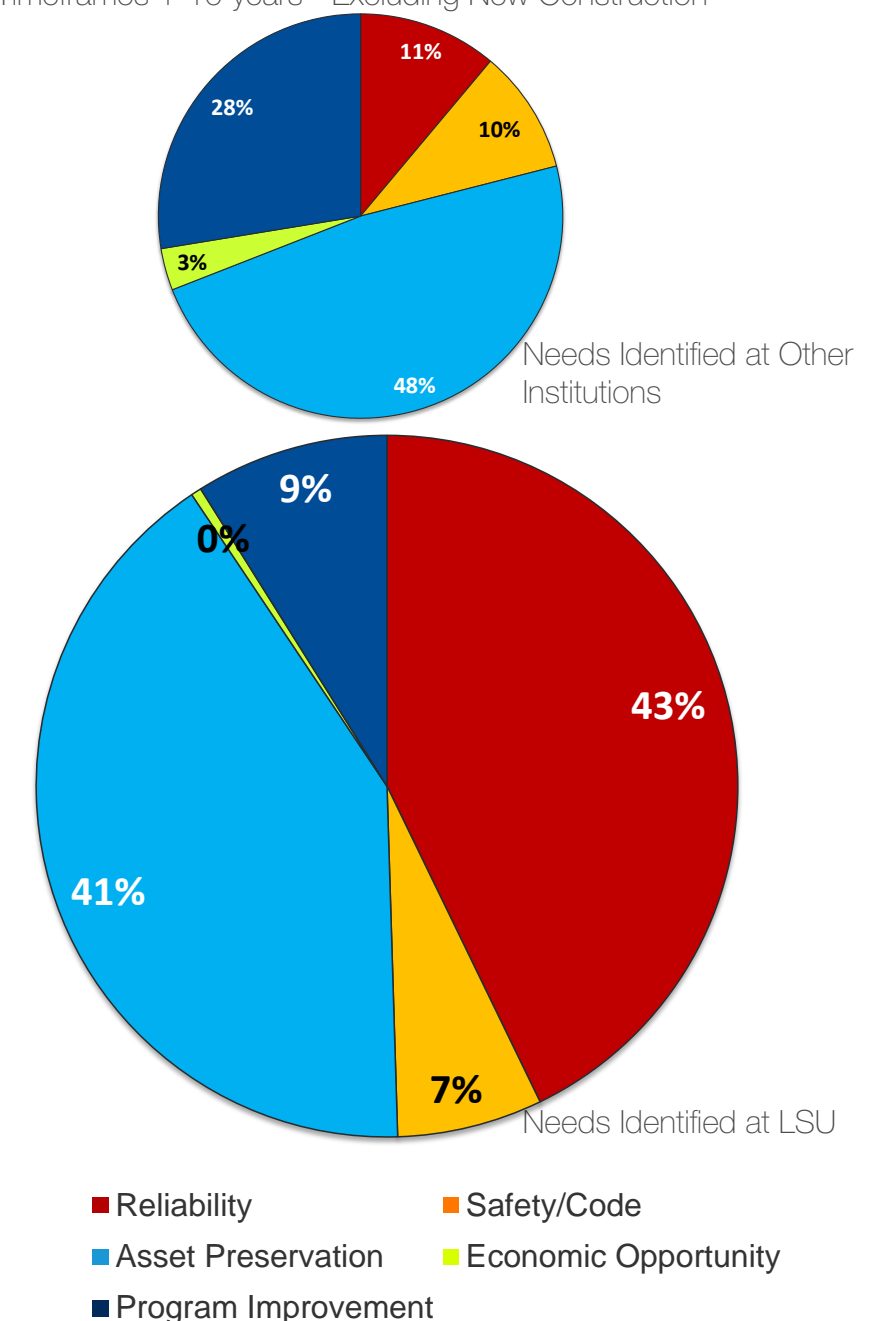
- Reliability: Issues of imminent failure or compromise to the system that may result in interruption to program or use of space.
- Asset Preservation: Projects that preserve or enhance the integrity of building systems or building structure, or campus infrastructure.

- Safety/Code: Code compliance issues and institutional safety priorities or items that are not in conformance with current codes.
- Program Improvement: Projects that improve the functionality of space, primarily driven by academic, student life, and athletic programs or departments. These projects are also issues of campus image and impact.
- Economic Opportunity: Projects that result in a reduction of annual operating costs or capital savings.

At LSU reliability needs make up 43% of the overall need, while only comprising 11% of the overall need on average at other institutions. Reliability need looks at sub-systems that are the most critical to University operations. If these sub-systems were to fail, it would displace program or people. Refer to the Buildings Portfolio Solutions document (see Appendix) for additional identified deferred maintenance needs and their implications.

### Investment Criteria of Identified Projects

For Timeframes 1-10 years - Excluding New Construction

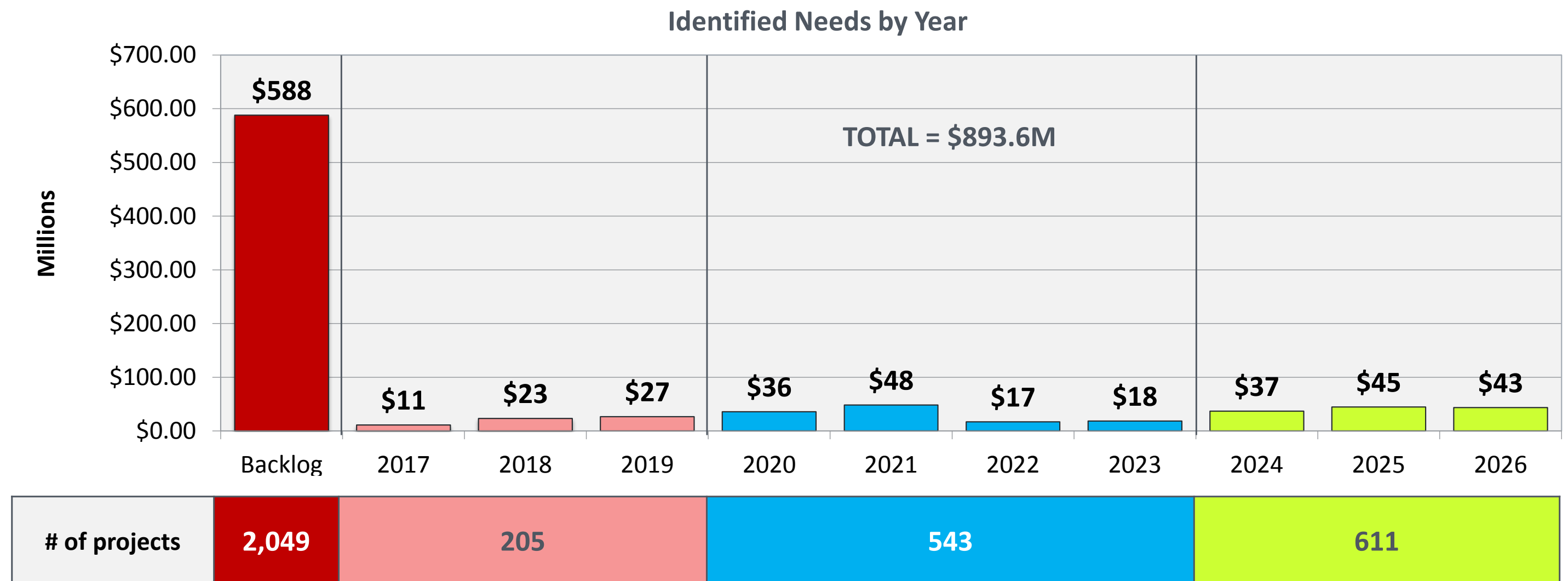


RELIABILITY NEEDS AT LSU VS. OTHER INSTITUTIONS

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## \$893.6M Identified Needs By Year: Backlog, FY17-FY26

Includes Building, Infrastructure, and Grounds Needs



DEFERRED MAINTENANCE IDENTIFIED NEEDS BY YEAR

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### 3.3 BUILDINGS

## ENERGY AND UTILITIES ASSESSMENT

The existing LSU Central Plant is located near the southeast corner of the football stadium and is the primary source of heating and cooling for most of the academic buildings and some of the athletics, residential life and auxiliary services buildings on campus. A number of the remote athletics, residential life and auxiliary services facilities have their own unitary heating and cooling equipment that is owned and operated by the respective operating unit. There is a regional chilled water plant (Highland Utility Plant) that is interconnected to the Central Plant and serves most of the southern and eastern portions of campus. There is also a stand-alone heating and cooling plant that serves the LSU School of Veterinary Medicine. Electrical power that is generated at the Central Plant and parallel utility power from the local utility is supplied to essentially all campus buildings (academic, athletics, residential life, and auxiliary services) through LSU's campus distribution system.

The primary central campus utility production and distribution systems reviewed as part of this master planning effort that are in the Central Plant and Highland Plant are summarized in the Campus Utilities Assessment Findings document (see Appendix.) The flow diagram illustrates the basic overall configuration of the Central Plant primary thermal and power equipment.

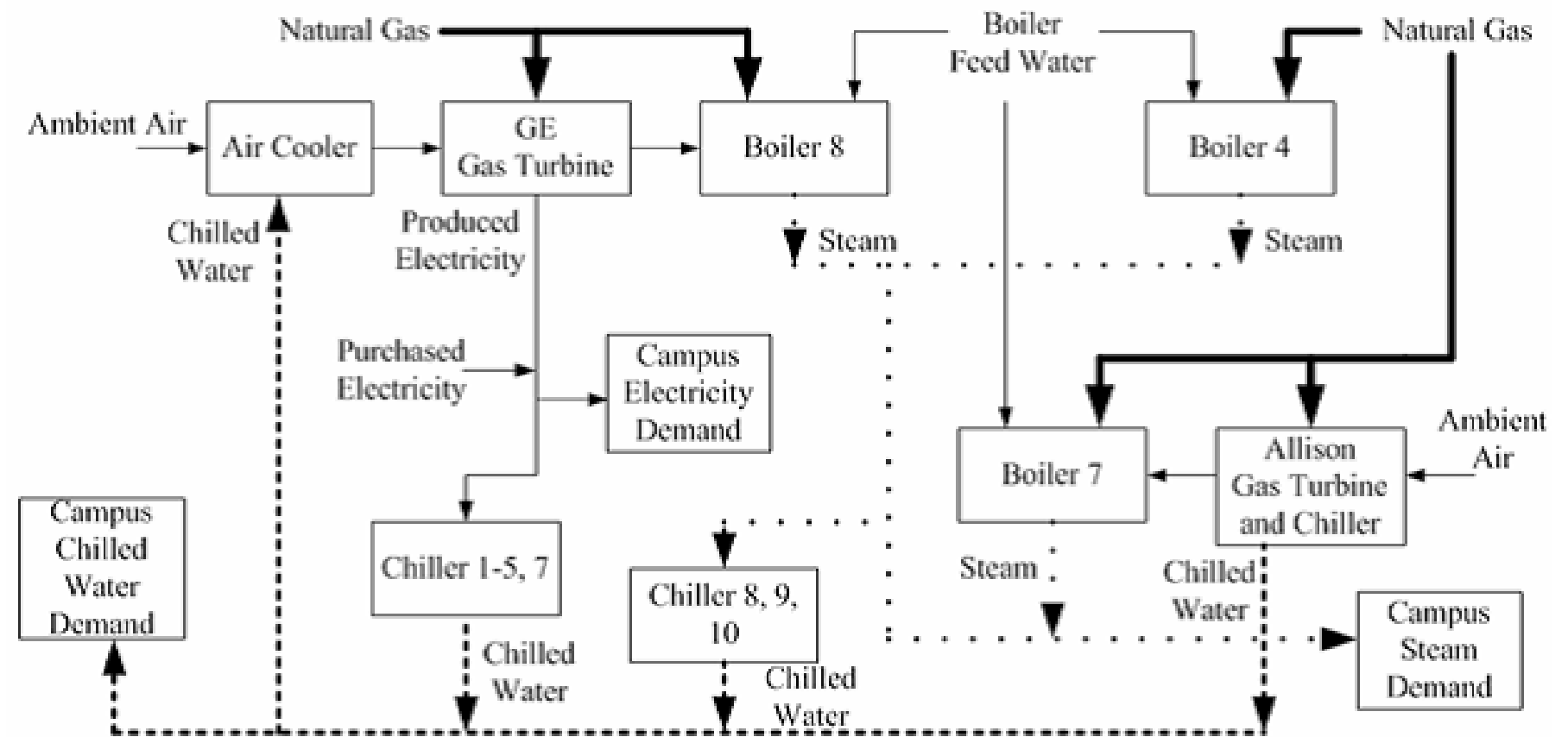
#### SYSTEM DEFICIENCIES:

The following summarizes the major deficiencies for the existing central heating, cooling and power systems that serve LSU.

- Lack of heating capacity redundancy in the event of the loss of high pressure gas service.
- Central Plant heating control system is aged and is failing.
- Lack of steam distribution hydraulic model.
- Lack of (or inaccurate) plant and building steam metering capabilities making efficient plant and building operations impossible to monitor, manage and control. There is no incentive to control or reduce demand in the buildings that are served and the plant is operated as efficiently as practical.
- Steam and condensate distribution networks are in marginal condition. Repairs and/or replacement is needed throughout the system. This should include improved distribution network looping.
- Lack of natural gas hydraulic model.
- Lack of cooling capacity redundancy in the event of the loss of the largest chiller #6. N+1 chiller redundancy is recommended.
- Many of the existing chillers are approaching or are at the end of their useful life and are in need of replacement. This includes all machines that are charged with R-11 and R-22 refrigerants which are no longer produced due to their negative environmental impacts. Variable frequency drives should be evaluated to be included with any new chillers if economically viable.
- Many of the existing cooling towers are approaching or are at the end of the useful life and need replacement. The metal packaged cooling towers associated with the electric centrifugal chillers are well beyond their useful life and need immediate replacement. Variable frequency drives should be included with any new tower cells.
- The condenser water systems in the Central Plant are piped independently such that they cannot be shared between the various chillers which greatly reduces the system operational flexibility and reliability. Interconnect/manifold the various hydraulically isolated groups of cooling towers at the Central Plant.
- Central Plant cooling control system is aged/failing and is due for replacement.
- Lack of, or inaccurate, plant and building chilled water metering capabilities frustrate the possibility of efficient plant and building operations. There is no incentive to control or reduce demand in the buildings that are served and the plant is operated as efficiently as practical.
- System Delta T's are low resulting in poor system efficiencies.
- Lack of chilled water distribution hydraulic model.
- A strategy is needed to serve the northwest precinct of campus with central chilled water. A new chilled water plant could be considered due to perceived limitations in the existing distribution system.
- The chilled water distribution network has a very high leakage and make up rate. Repair/replacement is needed throughout the system including the creation of more strategic loops in the system.
- Much of the legacy 4.16kV distribution equipment is at or reaching the end of its service life and in need of replacement. The practice of replacing this equipment and shifting the distribution to 13.8kV should continue.
- Within the legacy 4.16kV cabling distribution there has been failures with T-splices. The practice of avoiding these splices and utilizing sectionalized switches instead should continue.
- Lack of electric metering at academic buildings.
- Minor capacity concerns for feeder pairs 105/305 and 104/304.

Feeder 105/305 requires both feeders to be active when operating all electric chillers. Feeder 104/304 is approximately 70-80% loaded. These feeders should not be relied for additional load increases on campus.

- The southwest portion of campus is fed from a single electric feeder loop (1/19) on the 4.16kV distribution and is the greatest capacity concern.



CENTRAL PLANT OVERALL SYSTEM FLOW DIAGRAM

Source: Buckley, Robert, Jr., "Overview of cogeneration at LSU" (2006). LSU Master's Theses. 3559



### 3.4 MOBILITY

## CAMPUS MOBILITY NEEDS ASSESSMENT

Campus mobility is central to realizing the success of the Master Plan. Trends in staff, student and faculty travel habits shape the campus. Existing high-levels of driving have created demand for land-hungry parking that competes directly with the ability to add new buildings and challenges the campus aspiration for a walkable, safe and attractive learning environment.

By taking a pro-active role in managing campus mobility, the University can both cater to existing unmet demand for more walking, biking, transit use and carpooling and also generate new interest—

even from those that habitually drive to campus. It is an exciting time to leverage initiatives and projects in the broader community with a new Baton Rouge bikeshare system to be implemented this year, the addition of on-campus student housing, the construction of the Nicholson Gateway development, and the installation of TramLink Baton Rouge—a new tram rail service between downtown Baton Rouge and the campus. This plan seeks to build on these opportunities and create new ones.

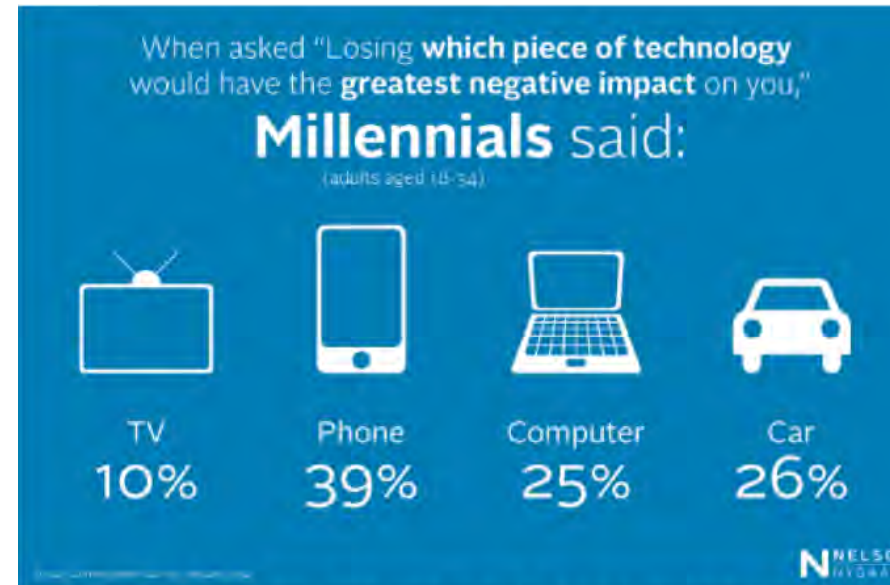
### CHALLENGES

Multiple challenges to realizing changes to LSU's transportation system exist. An abundance of low cost parking options, which when combined with a lack of incentives for walk, bike and transit modes, incentivizes high rates of driving to campus. Constrained rights-of-way and a lack of transit-only lanes limits the effectiveness of transit to serve as an alternative to driving. A lack of bicycle lanes and limited sidewalk connectivity between off-campus student housing and campus encourages driving. Additionally, explosive growth in off-campus student housing has fueled growth in on-campus parking



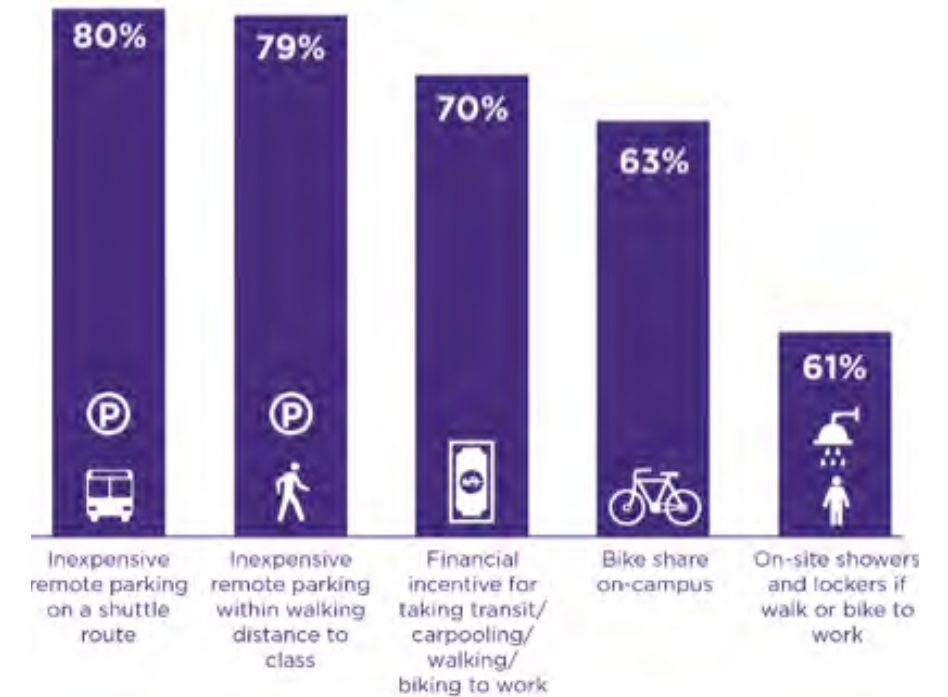
STREETCARS ARE PROPOSED TO RETURN TO BATON ROUGE WITH SERVICE BETWEEN DOWNTOWN AND LSU

Source: East Baton Rouge Parish Library



Amongst young adults, digital connectivity is more valuable than car ownership. An approach to campus mobility that focuses on changing priorities of students, staff and faculty will capture more value in the long term

Source: Zipcar commissioned survey



BASED ON THE MASTER PLAN SURVEY RESULTS, THERE IS A HIGH LEVEL OF INTEREST IN CHEAPER PARKING SERVED BY SHUTTLES AND GREATER LSU SUPPORT FOR WALKING AND BIKING

Source: LSU Master Plan Survey, 2016

demand that is unsustainable and a lack of efficient east-west transit limits effectiveness of buses to divert intra-campus trips that are currently made by car.

### Heard From the Baton Rouge Community

- LSU edges are a barrier between the University and the community
- Connectivity all around the campus is an issue the Master Plan should address
- Vast improvement in infrastructure for cycling and walking is needed
- Development along Burbank is a crisis - there are real transportation challenges
- Better connectivity between the North Gates and the campus is needed
- Make campus north edge / Chimes look better

*Source: 2016 Campus Master Plan Survey*



STUDENTS ON THE BUS, CYCLING, WALKING, AND USING THEIR PHONES TO SEE WHEN THE NEXT BUS WILL COME. EXISTING HABITS, WHICH - IF FURTHER INCENTIVIZED - WILL HELP REALIZE THE MASTER PLAN.

### 3.4 MOBILITY

## TRANSPORTATION DEMAND MANAGEMENT (TDM)

An effective campus parking and transportation system balances user prices, costs to the University and overall benefits to all users. The LSU system is currently imbalanced in favor of those who choose to drive. Parking is cheap, plentiful and the University absorbs the deficit between its costs of providing parking and its shortfalls in revenue. A more balanced system recovers costs to provide parking through higher permit fees while investing in walking, biking, transit, carpools and other more efficient and sustainable modes of travel. TDM programs are a foundational element of re-balancing the transportation system.

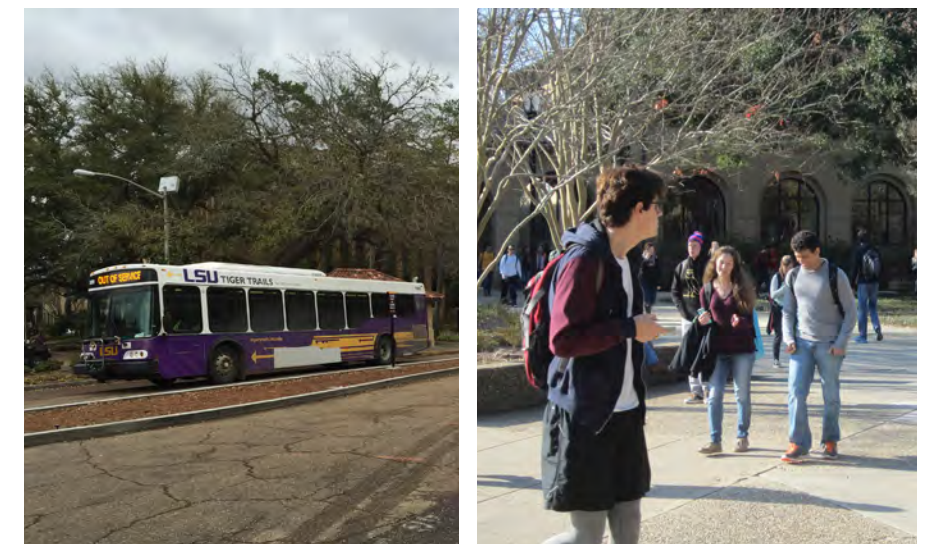
Over the last several years, LSU has promoted and enhanced alternative transportation infrastructure on campus including adopting new design guidelines, adding bike lanes on Tower Drive and welcoming a new bikeshare system on campus this year. However, the University lags when compared with peer colleges and universities in providing walking, biking, carpool and other transportation benefits and incentives. TDM strategies are relatively low-cost, especially when compared to the cost of building more parking. For example, providing a comparison of driving and parking costs versus the costs to travel by other modes can help student, faculty, and staff make informed and educated decisions about their commutes and choice of travel mode. The opportunities are considerable:

- A majority of LSU students and almost one third of employees live within biking and or walking distance from campus.
- LSU's relatively lean TDM offerings represent an opportunity to develop a new "TIGER TDM" program.
- Existing advocates can provide expertise; for example, there is already a healthy cycling community that can support LSU-led

bicycle initiatives.

- Many peer institutions such as the University of North Carolina and University of Tennessee offer more comprehensive TDM programs.

**Transportation Demand Management (TDM)**, is a general term for strategies that optimize available transportation services and infrastructure by incentivizing travel by more space-efficient and sustainable modes such as mass transit, bicycling and walking. This shifts trips to non-peak hours of the day (flexible schedules) or avoids vehicular trips altogether. Tools include changing costs of service, improving information, mixing together walkable land uses, and employing new technology (mobile apps, etc.).



TDM PROGRAMS CAN BUILD ON LSU'S EXISTING WALK, BIKE, AND TRANSIT CULTURE

### 3.4 MOBILITY

## TRANSIT

On major campuses across the nation, the shuttle system is the most visible part of a University's transportation system and can have a significant impact on reducing demand for driving and supporting campus circulation. At LSU, this is no different. More than 800 passenger trips are taken on LSU shuttles each weekday during the fall and spring semesters.

The current shuttle system's primary focus is on-campus circulation and connecting students between campus and off-campus residences. In many cases, University operated systems do not provide targeted service to private off-campus residences; however, the high number and geographic location of private student housing around LSU necessitates service. Getting to and from campus for a student in one of these complexes would be nearly impossible without transit. While the number of units and beds in a single student apartment complex may be relatively high, the concentration of the complexes is of low density and often far from campus. This pattern means that the transit operating characteristics tend to be inconvenient, which in

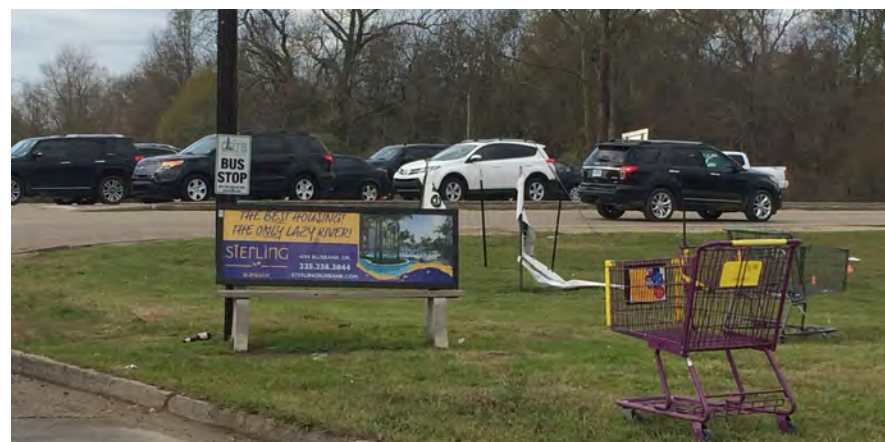
turn induces demand for driving and parking, reduces walking, and can ultimately degrade the density of activity and vibrancy of campus.

Specific challenges include one-way loops which limit the effectiveness of off-campus routes to provide efficient, direct service for off-campus housing complexes. Several of these one-way loops are long, serving multiple destinations, forcing riders to circle out of direction before reaching their destination. On-campus, the lack of a fast, efficient east-west transit service is limiting the ability to serve students traveling between the Lake front, the UREC Center or Veterinary School and the core of campus. Instead, many travel by car, which congests campus roadways, competes for space with buses, and creates conflicts with people walking and biking. Bus stop amenities are plentiful in some areas of campus, but they are uneven off-campus and in some cases lacking shelters, signage and lighting. Buses compete with single-occupancy vehicles on narrow, congested roadways slowing travel times, which diminishes the attractiveness of riding the bus.

### Inefficient Public Transit



EXISTING TIGER TRAILS



OFF-CAMPUS, MANY BUS STOPS LACK AMENITIES AND HAVE LIMITED APPEAL TO POTENTIAL RIDERS, LIMITING THE EFFECTIVENESS OF SERVICE



ON-CAMPUS BUSES HAVE A STRONG PRESENCE IN CERTAIN LOCATIONS, ESPECIALLY ON FIELDHOUSE DRIVE

### 3.4 MOBILITY

## CIRCULATION AND STREET NETWORK

The core of campus is flooded with people walking and on bicycles, but existing street design supports primarily private vehicular access. Streets designed to support all forms of travel will support mobility needs of campus users. The effectiveness of the surrounding network is critical too. Regional and local roadways are congested during peak hours: I-10, Burbank Drive and Nicholson Drive have all seen more than 10% increases in volumes since 2002. Key gateways to campus, such as the Highland Gate, are also heavily congested, especially at peak commute hours. Despite this congestion, 80% choose to drive alone (based on 2016 Master Plan survey).

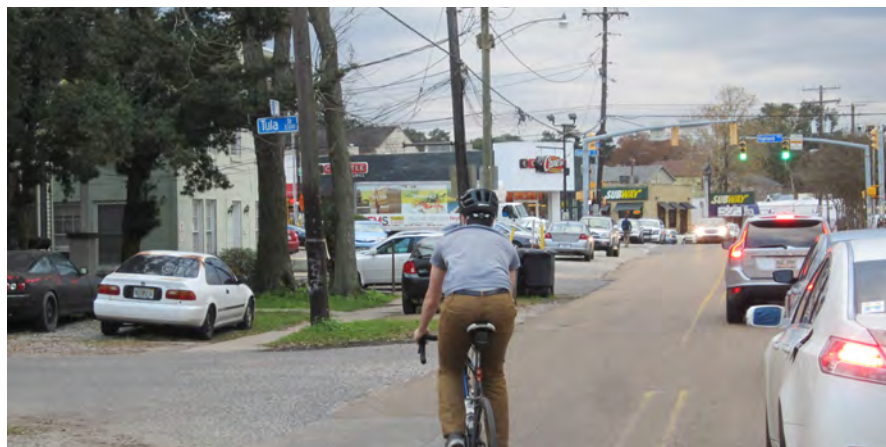
On-campus, the existing campus streets network lacks clear delineation for walkers, bicyclists and transit and lack of clarity between those driving, walking, biking, and riding transit leads to safety conflicts. The edges of campus such as Nicholson Drive Extension, Highland Gate and Nicholson Drive are barriers to foot

and bicycle traffic. In many cases this is because, streets and signal timing are prioritized for vehicular flows at the cost of a comfortable walking or biking environment. To reach class from the south side of campus, it is necessary to walk through a sea of parking.

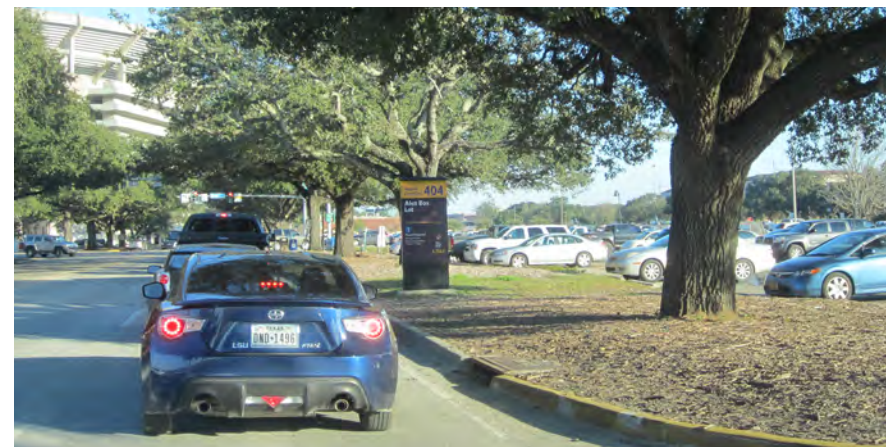
The opportunities are considerable. Where there are more people on foot, there is the opportunity to reconfigure infrastructure to prioritize foot traffic (for example along Nicholson Drive Extension, where walkers outnumber drivers). The existing street network also has sufficient connectivity and roadway width to establish a family of multi-modal, shared campus streets and a network of walking and cycling paths. Off-campus housing is within a reasonable walking, biking and transit catchment area and the East Baton Rouge City Parish initiatives and upgrades to roadways around campus such as Nicholson Drive represent an opportunity to reduce congestion and provide better multi-modal infrastructure.



INTERVENTIONS ON FIELDHOUSE DRIVE HAVE SET THE STAGE FOR COMPREHENSIVELY RETHINKING HOW RIGHT-OF-WAY IS SHARED



POINTS OF ARRIVAL AT CAMPUS EDGES ENCOURAGE A SENSE THAT IT IS A CAMPUS FOR CARS (EAST STATE STREET APPROACHING HIGHLAND ROAD)









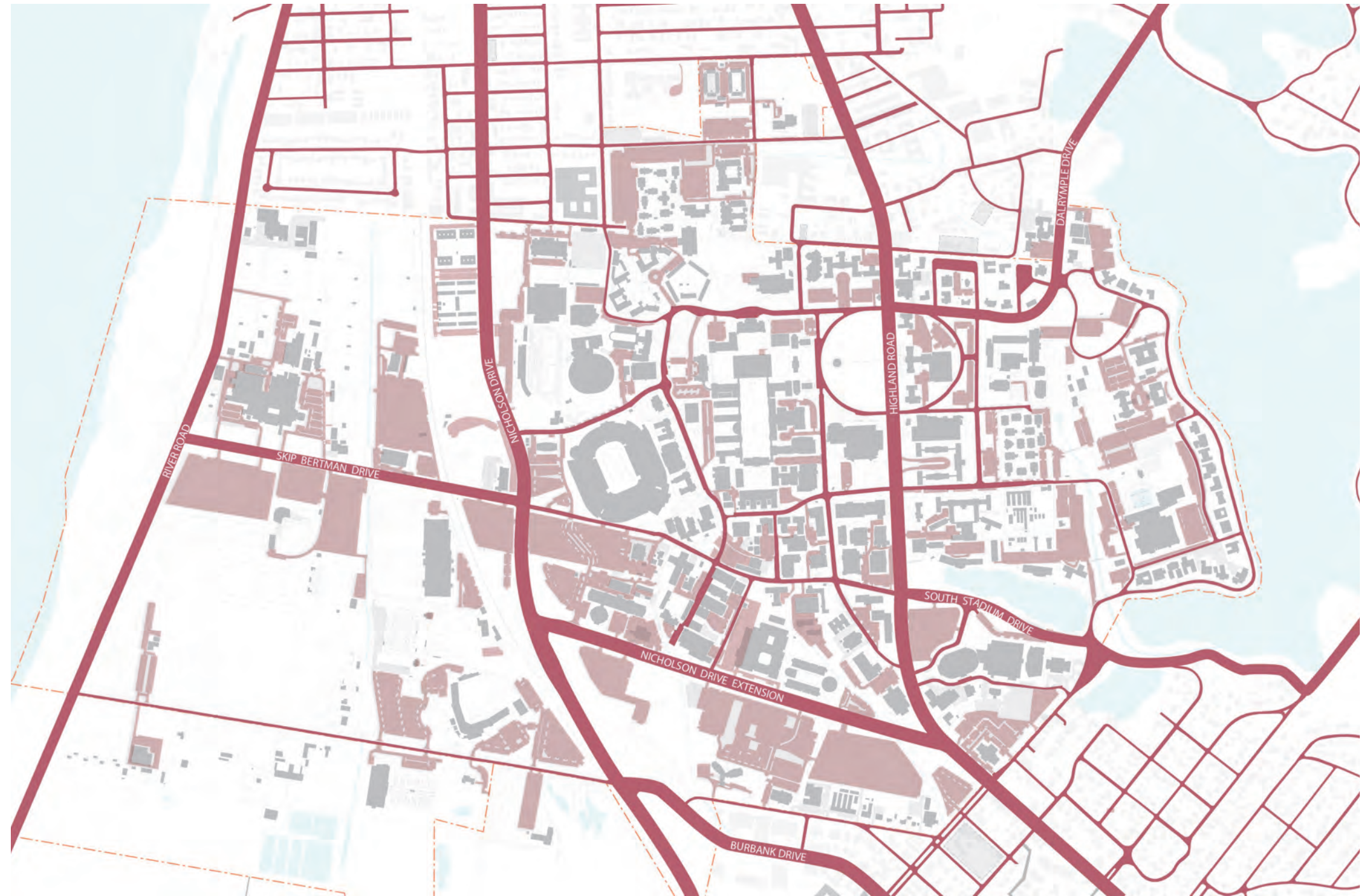
MAJOR CAMPUS GATEWAYS AND WALKING ROUTES FROM REMOTE PARKING ARE CAR DOMINATED AND UNINVITING (SKIP BERTMAN DRIVE AND NICHOLSON DRIVE)



NEW OFF-CAMPUS HOUSING HAS FUELED DEMAND FOR PARKING

**Legend**

-  Primary Roads
-  Secondary Roads
-  Campus Roads
-  Paved Parking
-  Campus Building
-  Campus Boundary



EXISTING ROADS AND PARKING



### 3.4 MOBILITY

## PARKING

Over time, parking has been added to the campus core surrounding the Historic Quad, filling in open areas as each new building was constructed. The net result is that former fields and open spaces have been paved over to accommodate parked cars. In the most historic and picturesque parts of campus where concentrations of walkers and bikers are highest, lots have been squeezed in between historic buildings. Today, the campus contains more than 28,000 parking spaces: a ratio of 0.75 parking spaces per affiliate, far ahead of similar size colleges.

There are both perceived and real parking challenges among campus students, faculty, and staff. The reality is that parking is difficult to find in the core areas of campus during peak hours. However, even at the peak, almost half of the total campus parking supply is available. The

challenge is that available spaces are not conveniently located in the places where people most want to park.

The existing parking system is financially unsustainable. Solving parking challenges by simply building more supply is both expensive and diverts resources from other more cost-effective and sustainable modes of transportation. LSU's own recent experience with the Union Square garage is a case in point: revenue from the new parking garage is well below what was projected because cheaper options exist nearby, and debt service has eaten into the parking operations fund reserve. Revenues from visitor permits are declining and enforcement revenues are increasing, creating a punitive environment; a healthy parking system is less-reliant on revenues from enforcement.

Unabated, demand for parking will increase over time and create further pressure to replace open space with parking lots and expensive parking structures, competing with the Master Plan's vision for a denser, greener campus. Remote parking is not attractively priced in comparison to parking closer to campus; nor is it easily accessed on foot, by bike or bus and therefore is underutilized

LSU's parking supply represents a significantly underutilized asset. 45% of the parking supply or more than 14,000 parking spaces lay empty during peak demand — a vast land bank for LSU if reallocated appropriately. Parking is priced cheaply when compared to the real and perceived costs of traveling by other modes. There is room to raise parking prices in areas of high demand above the cost of transit and reduce prices in areas of lower demand.



PARKING RATIOS AT SIMILAR LARGE STATE SCHOOLS.

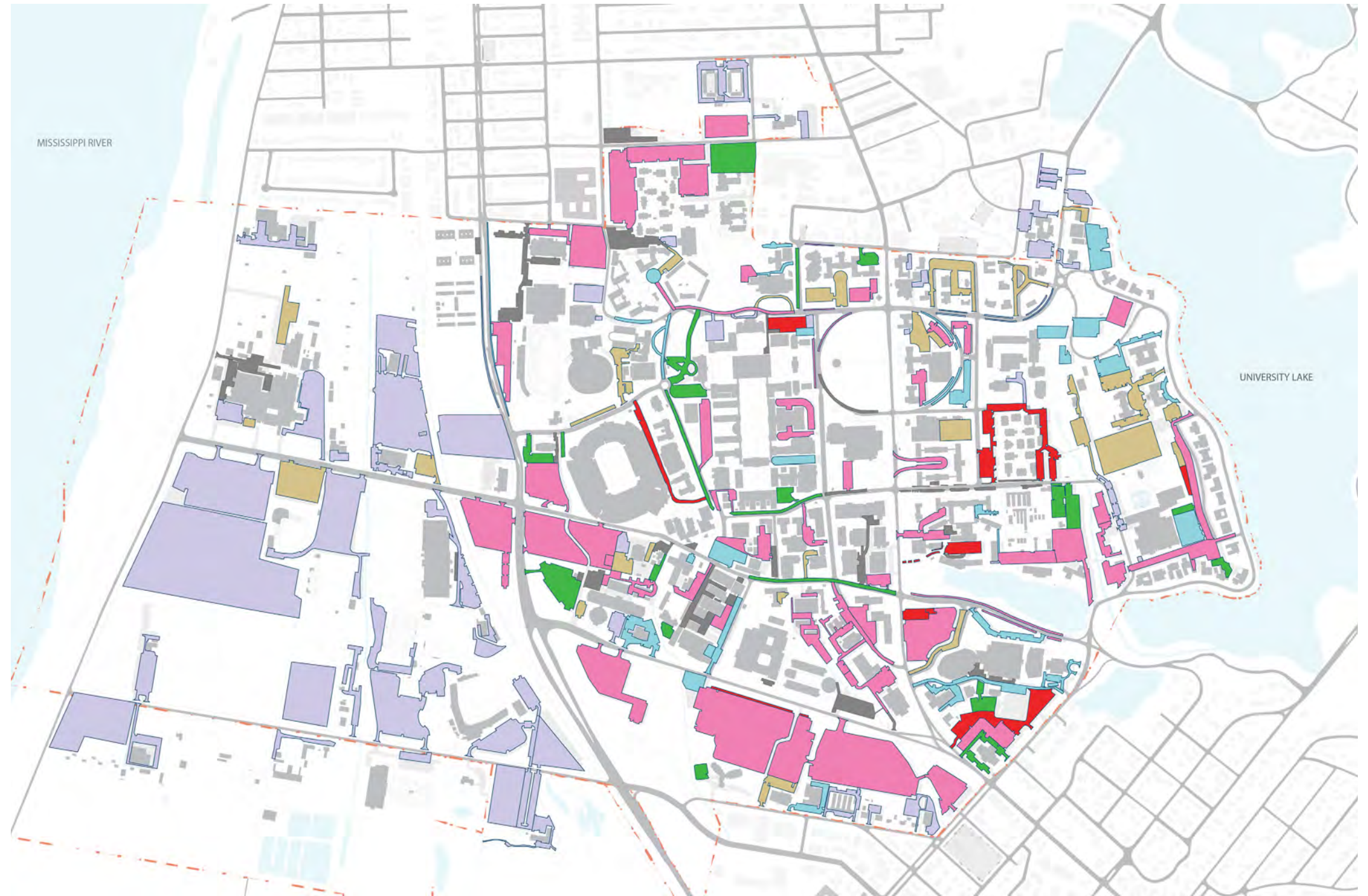
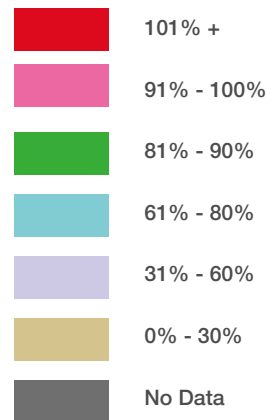


EVEN THOUGH IT IS LESS THAN HALF A MILE FROM THE STADIUM, THE LEVEE PARKING LOTS FEEL A LOT FURTHER, MAKING THEM UNAPPEALING TO PARKERS.



PARKING LINES CORE CAMPUS STREETS, MAKING PEDESTRIANS AND CYCLISTS HARD TO SEE.

**Legend**



PEAK PARKING OCCUPANCY [THURSDAY 11AM - 2PM]





### 3.4 MOBILITY

## PEDESTRIAN AND BIKE CIRCULATION

Almost a fifth (19%) of staff, students and faculty are currently traveling on foot or by bike (based on 2016 Master Plan survey) and approximately 14% are traveling by bike. Given that there are currently no dedicated bike lanes connecting to campus or on-campus (with a few small exceptions) this suggests significant potential for a more robust network of bicycle paths, on-campus amenities such as lockers and showers, repair stations and secure, weather protected bike parking. Only 5% reported walking as their primary mode of transportation to campus. Most still choose to drive. To realize the Master Plan vision the numbers of staff, students and faculty choosing to walk, for at least the last leg of their trip, will need to significantly increase.

On-campus, most streets currently lack any clear delineation to guide walkers, bicyclists, and others. A lack of comfortable walking routes

from off-campus student housing is incentivizing driving. Key cycling routes onto campus lack basic bicycle accommodations. Once on campus, the abundance of parked cars makes cycling feel unsafe. Dalrymple Drive, for example has sufficient road width to add bike lanes in each direction. Remote parking options, especially west of Nicholson Drive, are less appealing because of a lack of connecting sidewalks and lack of shade trees. Parked cars dominate the campus core even in locations where the highest volumes are of those on foot; this sends a message that the car is the primary mode of travel.

The roadway drainage system was designed prior to established crosswalks. In many cases the catch basins are located at the crosswalk and the gutter conveys a large amount of surface flow across making it impassible during a rain event. Drainage and gutter improvements considering the crosswalk design will greatly enhance

accessibility and safety while crossing the street.

Making the campus safer for pedestrians and cyclists means not only establishing a walking and biking network across campus, but also working with the City Parish to improve connections and safety off-campus. Walking and cycling improvements such as bike lanes, signage and crossing improvements, will announce to the walk and bike community that LSU is taking the lead to build a walkable, green and healthy campus. Off-campus, with growth in off-campus housing, there is an opportunity for the University to work with the City Parish to leverage private developers' dollars for non-motorized transportation infrastructure improvements—especially in major growth areas such as along Burbank Drive. On-going University collaborations with the City Parish at the campus edges and beyond can serve both parties' goals of increasing safe travel.



LACK OF BICYCLE LANES ON-CAMPUS LIMITS ABILITY TO ATTRACT NEW BICYCLISTS









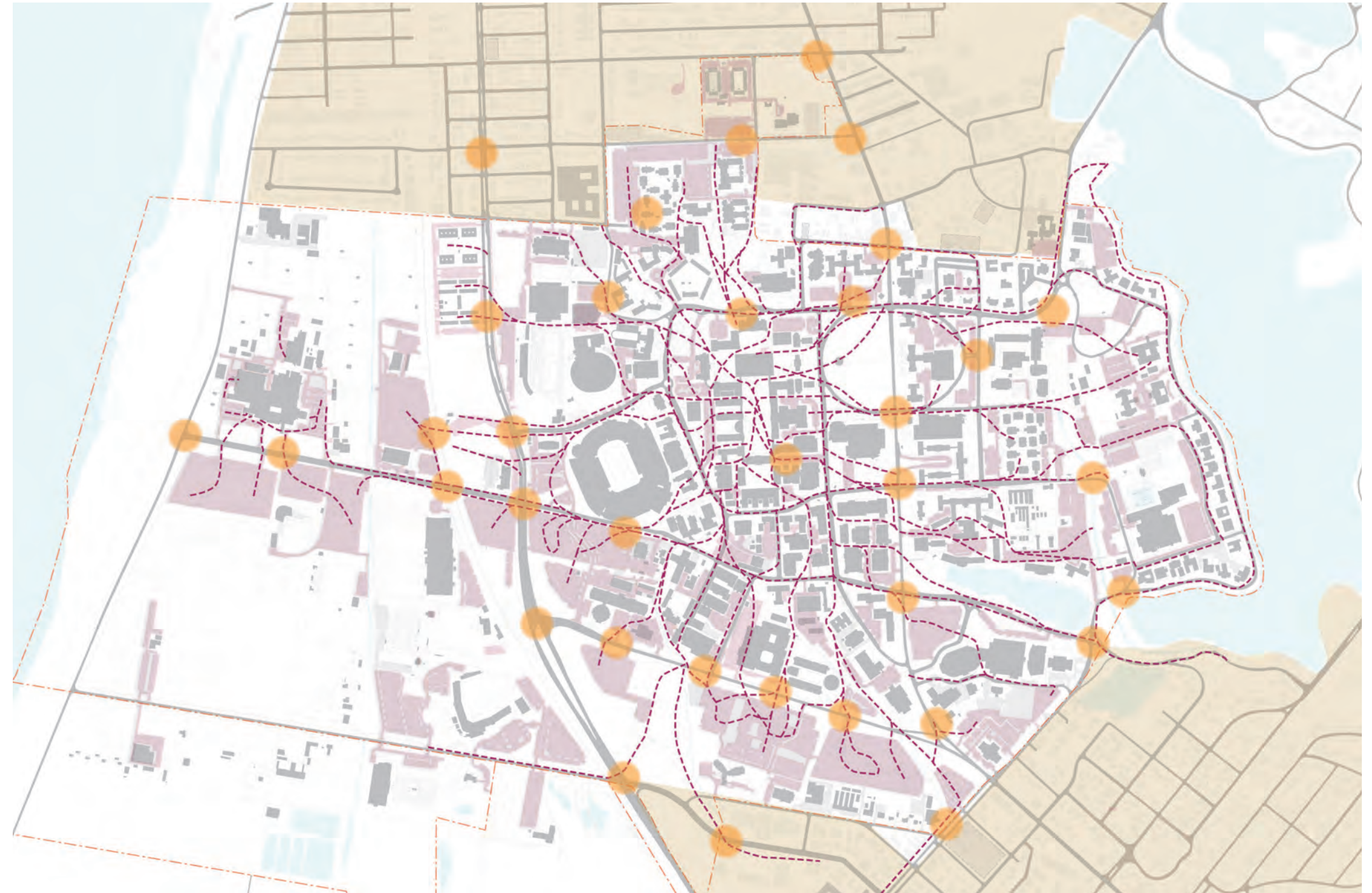
ON-CAMPUS STREETS LACK DELINEATION BETWEEN MODES



OFF-CAMPUS PEDESTRIAN INFRASTRUCTURE LIMITS THE APPEAL OF WALKING FROM HOME TO CAMPUS

**Legend**

-  Existing Major Pedestrian Routes
-  Pedestrian / Vehicular Conflicts
-  Residential Edges
-  Paved Parking
-  Campus Building
-  Campus Boundary



CHALLENGES TO PEDESTRIAN & BICYCLE CIRCULATION

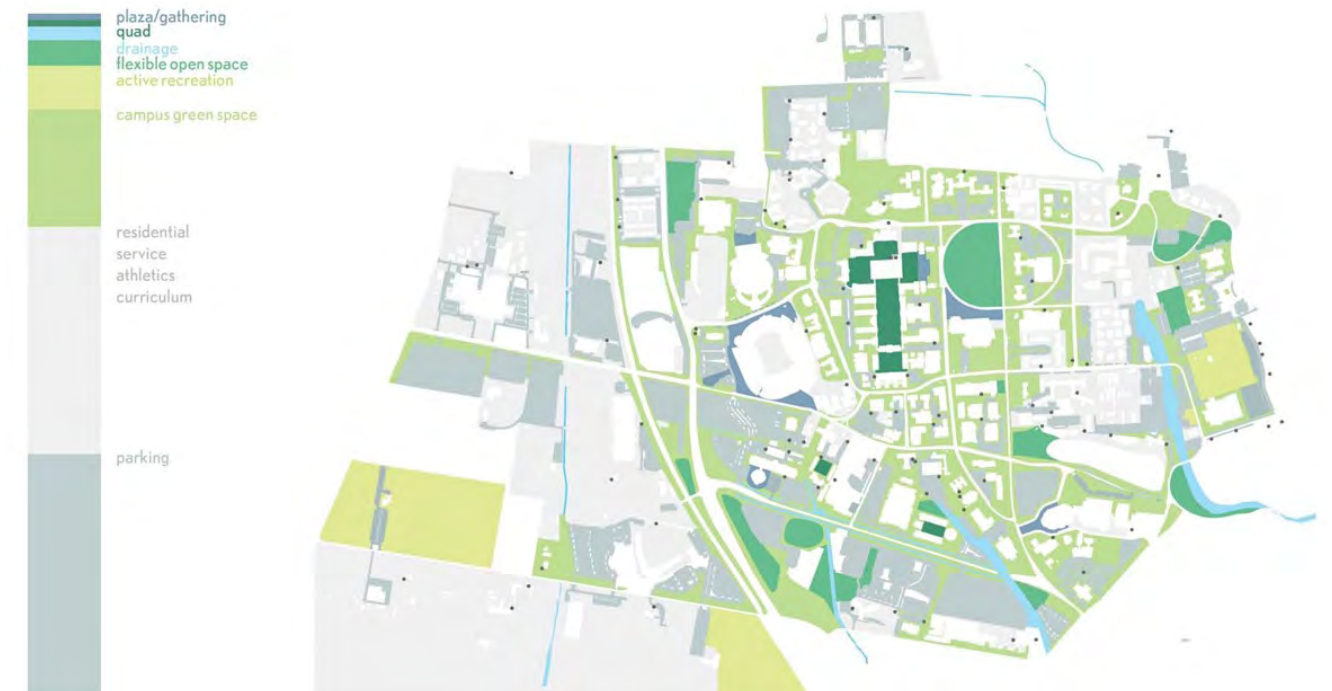


### 3.5 OPEN SPACE

## OPEN SPACE NETWORK

The existing campus landscape consists of much campus green space, but as a network is fragmented and lacks cohesion. The network does not extend to outlying areas or campus edges, making approaches to campus unwelcoming to visitors and students. While LSU does not have a shortage of land, space is underutilized, resulting in a shortage of large flexible open space. In addition, surface parking occupies almost twice the area of open space, dominating the experience and disrupting iconic landscape spaces in the core.

The opportunities are considerable. The availability of land provides opportunities for adding new flexible open spaces to support a range of campus activities. Making strategic open space linkages to connect spaces will support the structure of the campus. And if coordinated with bike and pedestrian circulation, an open space network that is fully integrated with circulation can be achieved.



OPEN SPACE TYPOLOGIES








ICONIC CAMPUS SPACES



LSU'S HISTORIC MAIN QUAD



**Legend**

-  Quad
-  Major Open Space
-  Interstitial Open Space
-  Campus Building
-  Campus Boundary

FRAGMENTED OPEN SPACE NETWORK



### 3.5 OPEN SPACE

## VEGETATION

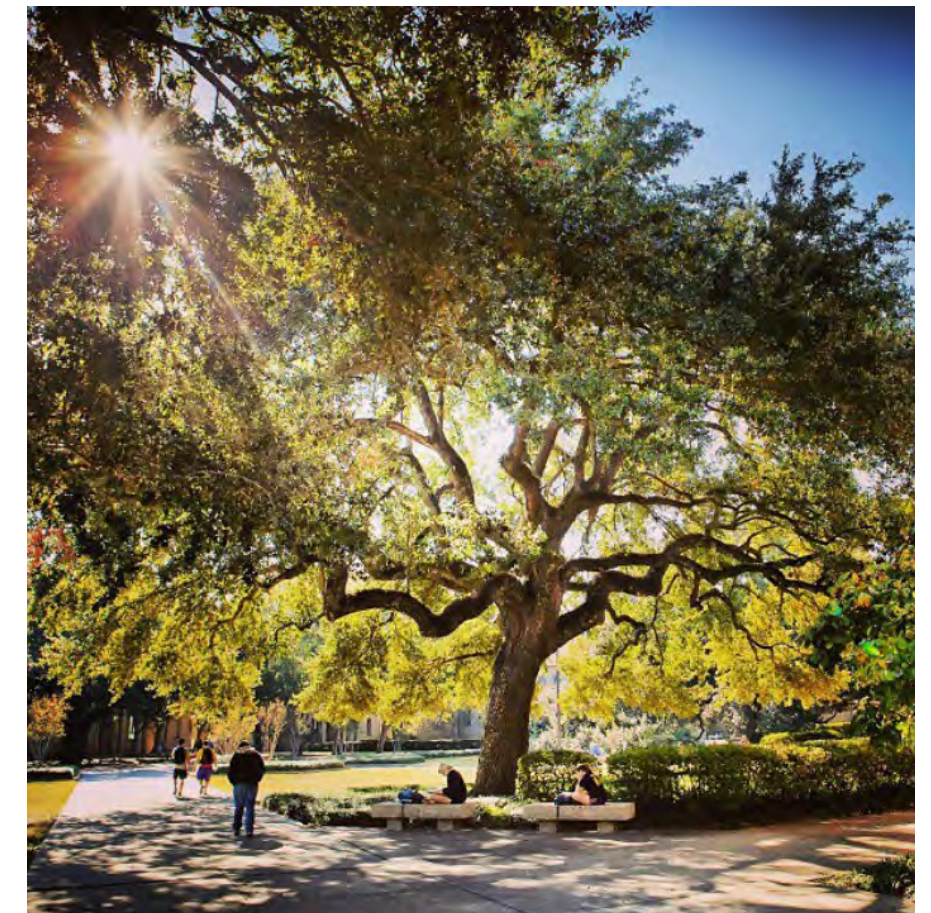
The campus landscape is comprised of three basic elements: canopy, lawn, and garden. The mature Live Oak canopy serves as one of the most iconic features of the LSU campus. Aside from providing much-needed shade between buildings, the canopy frames and defines important open spaces, providing a backdrop to activity on campus. The Live Oaks are synonymous to the campus aesthetic, image and identity and are often cited as one of the most beloved features of the campus. This essential element of the campus is approaching maturity and lacks the diversity to function as a resilient system. As the campus grows from the core, where canopy is dense and effective, this network of shade must be extended to reach the edges where it is currently fragmented and sparse.

The opportunity exists to extend the canopy cover to reinforce pedestrian movement, shape new spaces, and mediate building scale. Increasing the diversity by attuning campus vegetation to soil type, topography, and context will create a resilient vegetation system.

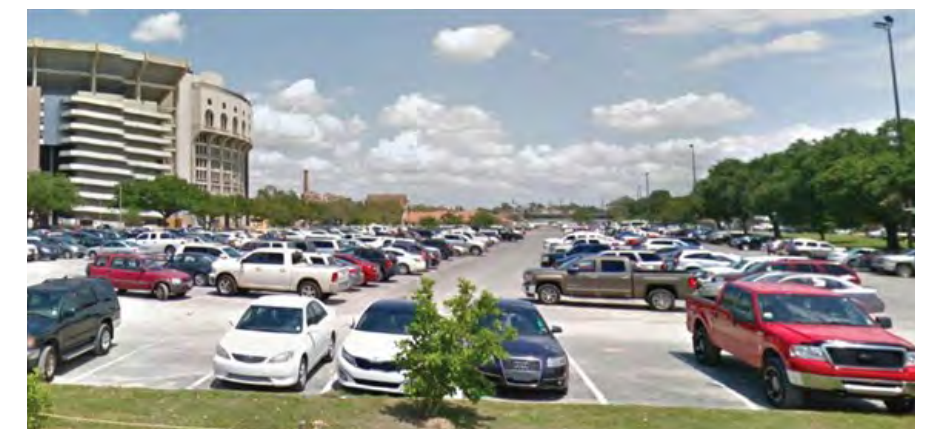
The dominance of mature live oaks over the years has caused the elimination of competing trees. Also other deciduous trees have been removed due to age or disease and have not been replaced. A variety of new plant types will avoid a monoculture, also provide variety, fall color as well as shade with an understory of healthy lawn.



MATURE CANOPY IN THE CAMPUS HISTORIC CORE








SHADED WALKS



UNSHADED PARKING



**Legend**

-  Existing Major Pedestrian Routes
-  Existing Major Pedestrian Routes without Shade
-  Existing Campus Canopy
-  Campus Building
-  Campus Boundary

CONTRASTS IN QUALITY OF CANOPY & SHADE



### 3.5 OPEN SPACE

## HISTORIC CORE OPEN SPACES

Buildings in the campus core, formally arranged and sited in response to the Highland Ridge were developed on strong axis around a series of large quads and open spaces. The main Quad was the central unifying space to foster gathering, social interaction, and an exchange of ideas. But ultimately the core was modest and inward facing; parking was incorporated into the edges from early on, disregarding the potential for future expansion. Later interventions, like Middleton Library and Lockett Hall, disrupted the original form

and created barriers to circulation. The core is now host to a wide range of service and infrastructural uses, further eroding the character and form of the original plan. Most architectural additions have been poorly sited, disrupting the pedestrian movement through the central academic spaces on campus. The simple landscape language of lawn and canopy trees has lost its reading through years of discrete interventions and larger open spaces gestures are now divided by parking.



EARLY 1950S VIEW OF MAIN QUAD



CURRENT VIEW OF MAIN QUAD



ART STUDENTS IN MAIN QUAD, 1930S



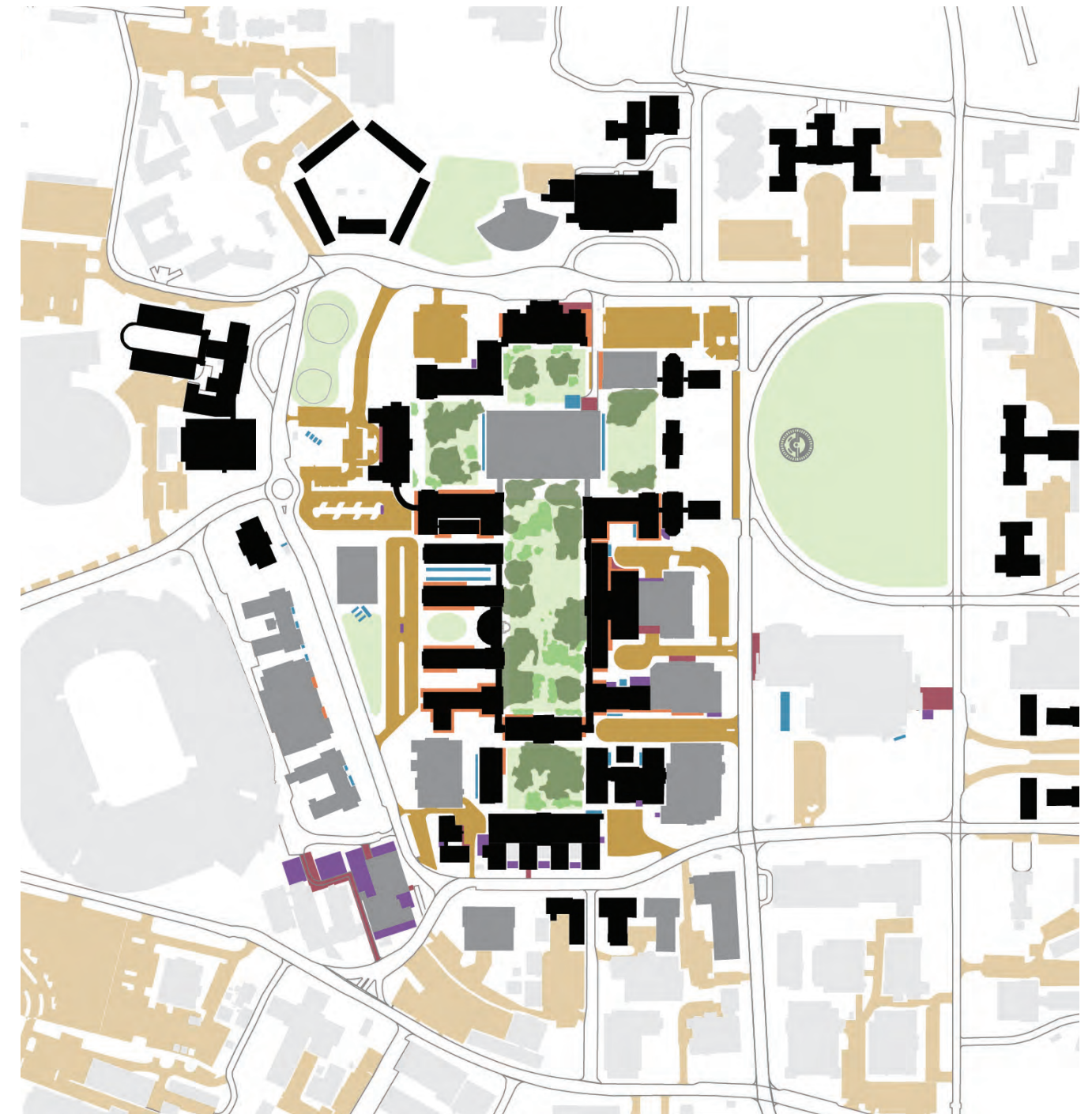
1927 AERIAL VIEW OF THE CAMPUS



EROSION OF THE CAMPUS CORE

**Legend**

- Parking Lots
- Basement Wells
- Loading Docks
- Bike Racks
- Dumpsters / Mechanical
- Quad Live Oak Canopy
- Quad Misc. Canopy
- Historic Campus Buildings



CAMPUS CORE INVENTORY



### 3.5 OPEN SPACE

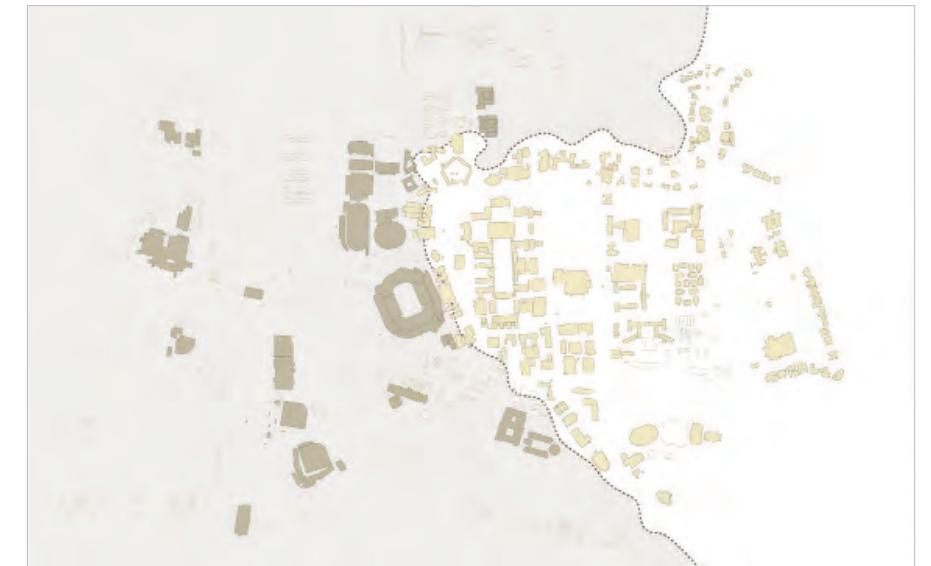
## TOPOGRAPHY AND HYDROLOGY

The Highland Ridge, or “the bluff”, is the result of a natural levee created by a historic path of the Mississippi River. This moment of significant change in elevation runs north-south through the center of campus. The historic campus core was sited and developed on the upland along the bluff overlooking the river. Buildings on the upland are smaller and are sited in more formal arrangements, while development in the lower floodplain jumps in scale, consisting of athletics fields and facilities, larger academic buildings, and large commuter parking lots. This strategy of siting “flood-able” development (parking and athletic fields) in the floodplain aligns well with the historic and present day flood mapping data. Future buildings developed in this zone must be designed to account for the possibility of flooding.

LSU’s campus is located within two significant watersheds that drain through a larger ecosystem that connects to Lake Pontchartrain. Due

to the limited change in topography along the southern and western ends of the site, these areas are naturally positioned within the 100-year and 500-year floodplain. In order to properly design for site specific stormwater issues it was fundamental to fully understand the existing topography and how the stormwater flows through and is stored on the site both currently and in the future.

Assessing the hydrology and topography helped identify opportunities to enhance and implement natural drainage and topography patterns as a framework for future development. This approach provides improved campus connectivity, increases campus resiliency for the future and promotes systems that respond and enhance natural watershed patterns.



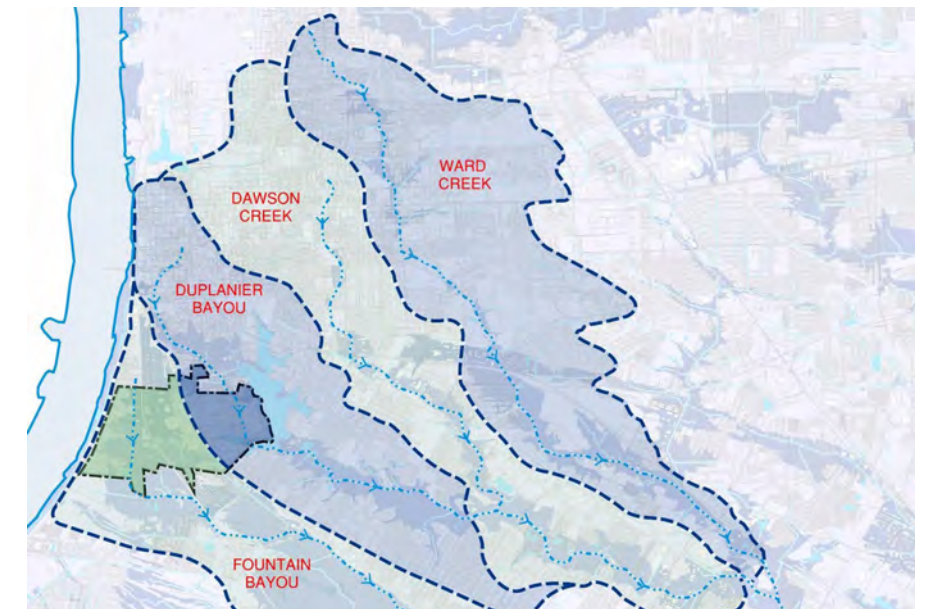
THE HIGHLAND RIDGE SEPARATES THE UPLAND AND LOWLAND FLOODPLAIN, DENOTING A CHANGE IN RELATIONSHIP BETWEEN BUILDING SCALE AND ARRANGEMENT, AND ELEVATION.



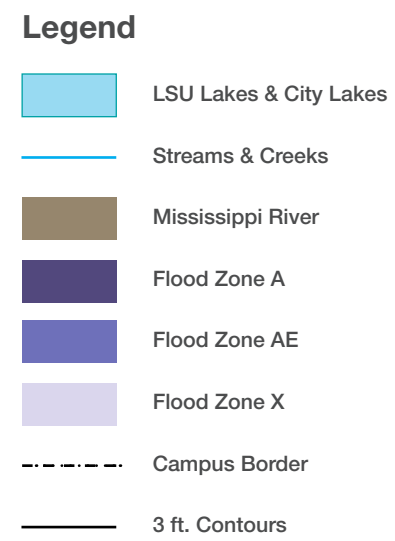
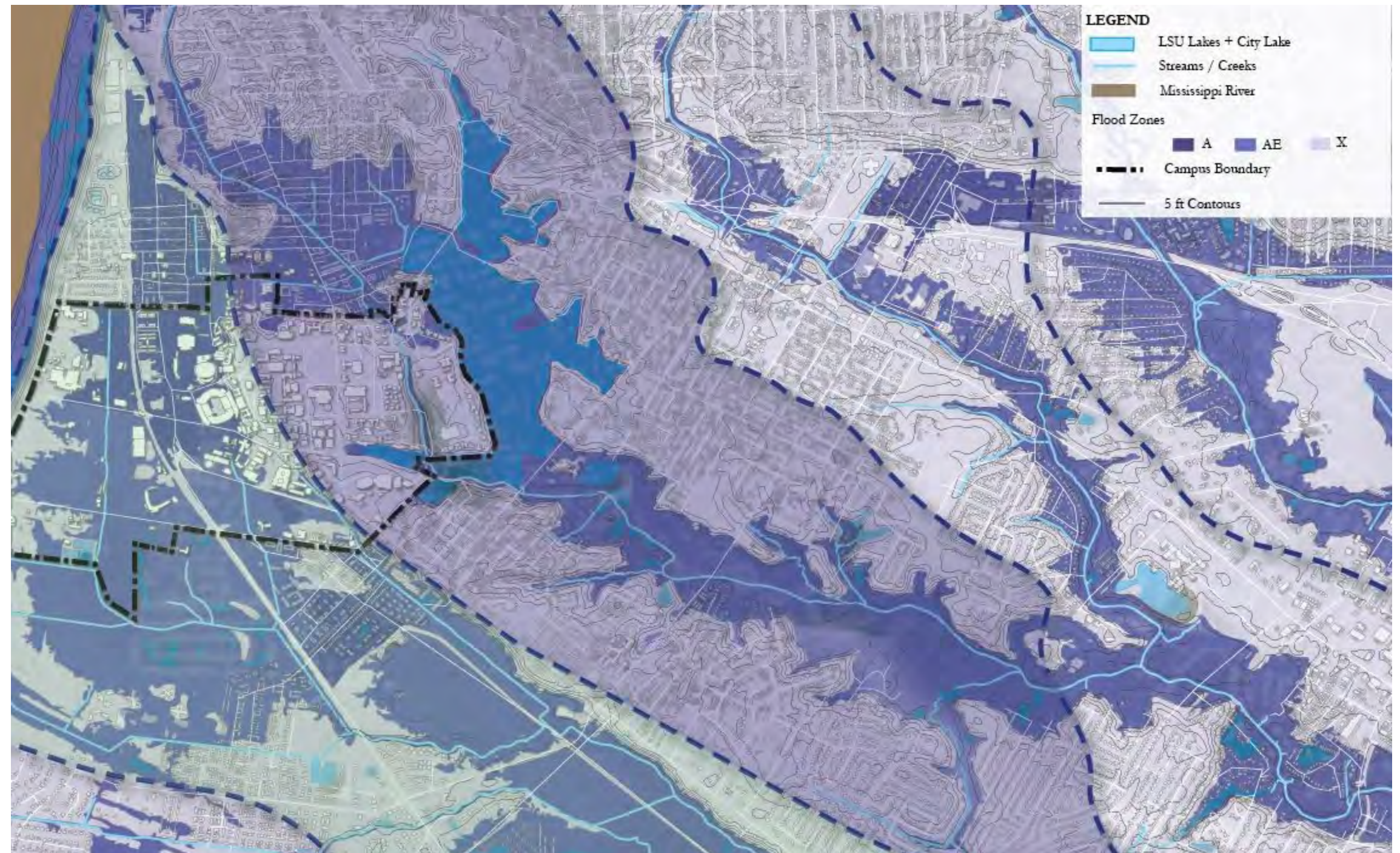
CAMPUS FLOODING AUGUST 2016



CAMPUS FLOODING AUGUST 2016



REGIONAL WATERSHEDS



EXISTING CAMPUS WATERSHEDS





# 4.0 MASTER PLAN

## OVERVIEW

The Master Plan is the result of more than 100 meetings with multiple internal and external stakeholders and exhaustive research on university needs, planning studies, and higher education trends and in keeping with the spirit of the Master Plan Vision statement.

*Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU's Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment....the Flagship of Flagship Universities.*

Unlike other campus master plans that might focus specifically on facilities or the physical campus environment, the LSU Master Plan has purposely taken on a broad and holistic approach involving every aspect of the University from building and space assessments to future academic growth projects to a specific strategic capital plan that methodically outlines future investment in building, grounds and infrastructure over a fifteen year planning horizon and beyond.

The Master Plan recommendations, therefore, are “comprehensive” and “strategic.” As a comprehensive undertaking, the Master Plan identifies specific purposes of existing and proposed new buildings determined in accordance with specific future academic and other needs as compared to space assessment and projected growth. It also provides detailed recommendations for circulation plans and strategies throughout campus with the goal of improved mobility, including recommendations for street improvements, traffic planning, as well as more specific pedestrian and bicycle infrastructure. Recommendations for landscape improvements as well as preservation of LSU's historic buildings, sites, and landscapes are integral to the comprehensive plan strategies.

The Master Plan also maps out a strategic capital prioritization and phasing strategy for the fifteen years, identified as the LSU Strategic Capital Plan. Buildings with major renovation needs, as well as the need for new buildings have been identified; all together with parking, site improvements, utilities and other infrastructure needs.

The following pages describe the overall Master Plan vision and recommendations, followed by specific components of the Plan and the implementation strategy. The recommendations are in keeping

with the following guiding principles (and further described in the Executive Summary.)

- *Connect Campus and Community*
- *Celebrate Distinct LSU Campus and Context*
- *Support High Performance Academic and Research*
- *Enhance Student Life*
- *Promote Environmental Stewardship*



LSU CAMPUS PROPOSED MASTER PLAN VISION

## 4.1 MASTER PLAN FRAMEWORK

### “ACADEMIC SPINE”

The natural systems of landform and watersheds indicate the significance of the north-south ridgeline (the bluff) along which the original campus buildings were arrayed. Highest concentrations of students on campus, during the busiest time of the class scheduled days, are also found along this ridgeline making this north-south arc through the campus not only a symbolic and historic element, but also a physical connector of key academic spaces.

The Master Plan reinforces the north-south “Academic Spine” by creating an accessible pedestrian promenade and bicycle corridor along this spine linking the academic buildings and the open spaces along it. A string of new open spaces are intertwined with the Academic Spine and new buildings are organized along it, thereby further reinforcing its identity. The purposeful design of the Academic

Spine make it a primary wayfinding element for the daily campus users as well as visitors.

Looking at the campus as a whole, there are a host of open spaces that need to be connected and celebrated. The Master Plan creates a series of north-south spines that builds on the existing open space systems and complements the Academic Spine. These spines are connected by a network of east-west paths. Together, these connected spines provide an organizational and connective system that stitches the campus fabric. Salient features established by the Master Plan for each of these spines are as follows:

#### THE ACADEMIC SPINE

- Connects the lowland and upland areas of campus.

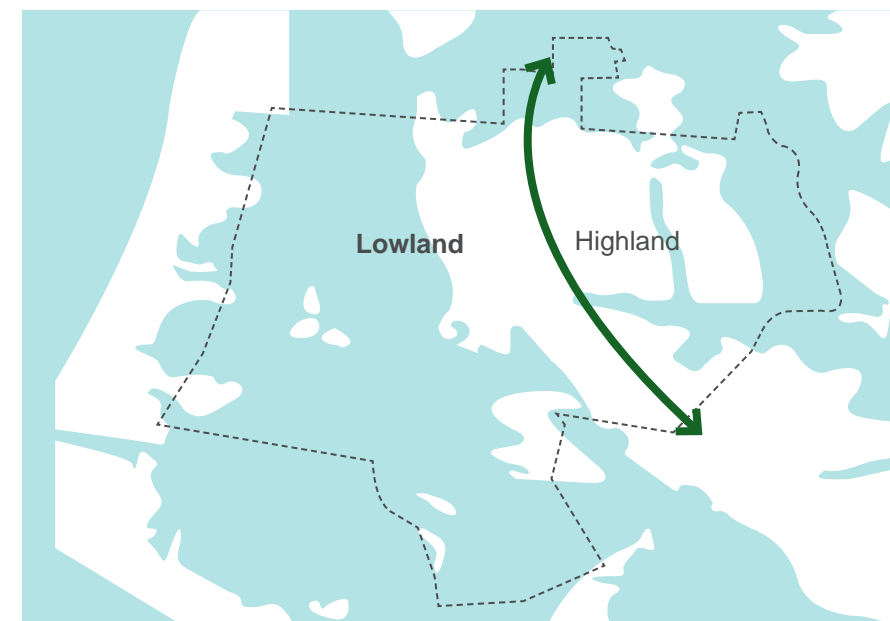
- Complements existing campus academic activity and historic development patterns.
- Links the restored Historic Quad to other key campus open spaces.
- Improves campus-neighborhood connectivity with a clear hierarchy of circulation and wayfinding.

#### WEST COMMUNITY SPINE

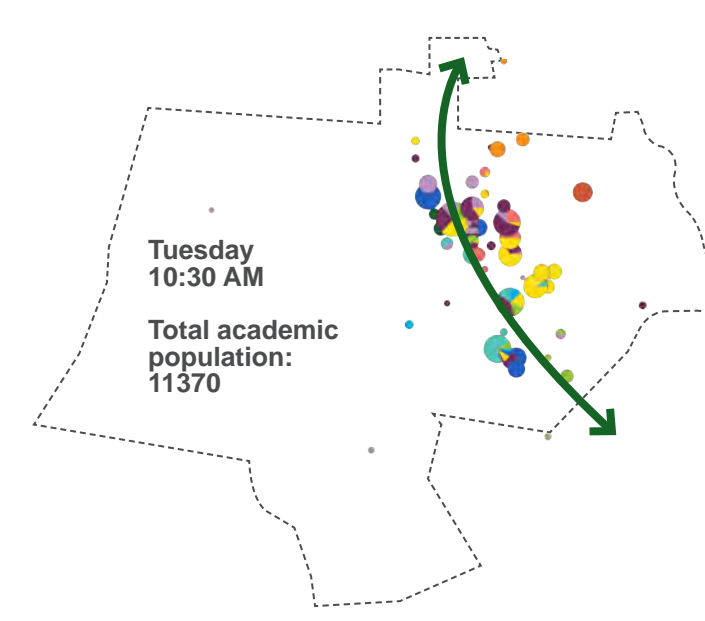
- Acknowledges the historical importance of the Mississippi River to the campus.
- Re-establishes east-west campus connections to the levee commuter path.
- Improves the overall campus environment along the western edge and draw users to it.



CELEBRATING THE HISTORIC “BLUFF”



REINFORCING THE LANDFORM AND WATERSHEDS



CONNECTING KEY ACADEMIC SPACES

### ATHLETICS SPINE

- Improves and leverages the existing channelized bayou.
- Connects campus athletic and recreational fields west of the railroad to key east-west routes.
- Enhances wildlife habitat and stormwater management capacity of the bayou.

### NICHOLSON BOULEVARD SPINE

- Improves the Nicholson Boulevard multi-modal transportation corridor.
- Creates a consistent dense urban tree canopy and pedestrian experience.
- Improves the campus entry experience by integrating the Nicholson developments into campus fabric.

### HIGHLAND ROAD SPINE

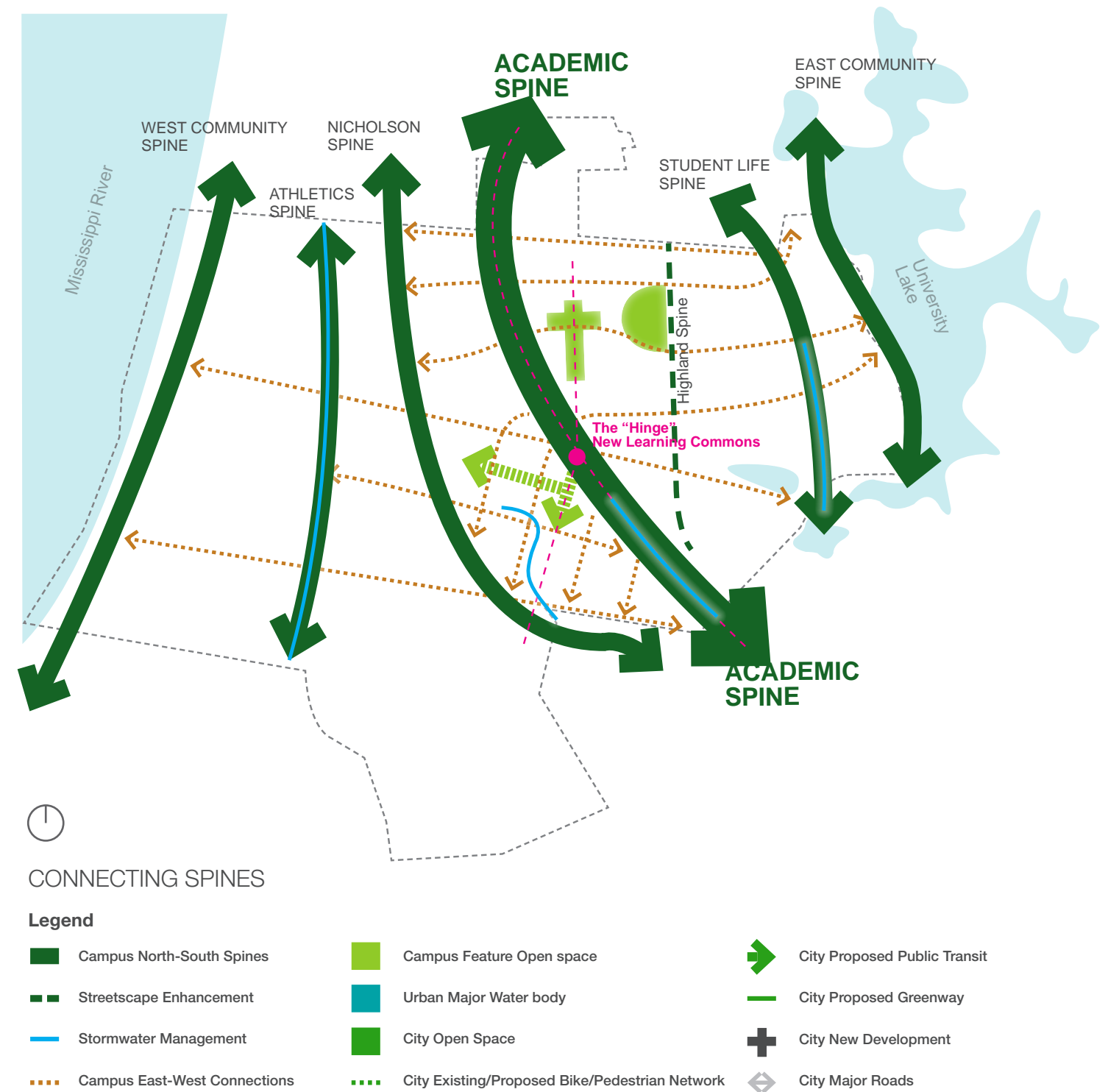
- Improves Highland Road pedestrian environment and calm traffic.
- Strengthens east-west pedestrian connections across Highland Road.
- Improves campus-neighborhood connectivity.

### STUDENT LIFE (CORPORATION CANAL) SPINE

- Connects residential life and campus to the community and to Campus and University Lakes.
- Leverages the canal corridor as an integrated green and blueway system.
- Defines a linear collection of educational, residential, passive, and recreational spaces.
- Enhances wildlife habitat and stormwater management capacity of the canal.
- Creates a campus setting appropriate for a thriving residential community.

### EAST COMMUNITY SPINE

- Enhances student and community life along University Lake.
- Builds on the programmatic recommendations of the Baton Rouge Lakes Master Plan.
- Ties into student life and University recreational amenities.



## 4.1 MASTER PLAN FRAMEWORK

# “EVOLVING CAMPUS CENTER”

Investments will continue to be made in facilities, grounds, and infrastructure across the campus in support of University mission strategic goals and mission. However, looking at areas of concentrated campus growth over the next decade, four zones of the campus become key. The existing historic campus core has many important facilities that will continue to house core academic functions. Investing in renovation and maintenance of the core campus will be important. The ongoing developments in the Nicholson Gateway and the east student housing (greenhouse site) will meet the anticipated campus student housing and residential life needs.

Opportunity for new academic and research growth will move south around Patrick F. Taylor Hall, the College of Business, and the Energy Coast & Environment building. This zone has the available land area suited for contemporary academic and research facilities and will maintain strategic adjacency to a large number of existing academic facilities. This zone of new development suggests that the “centroid” of the campus will shift in a southerly direction as illustrated on the following page. Overarching recommendations for key campus growth areas are:

### THE ACADEMIC CORE

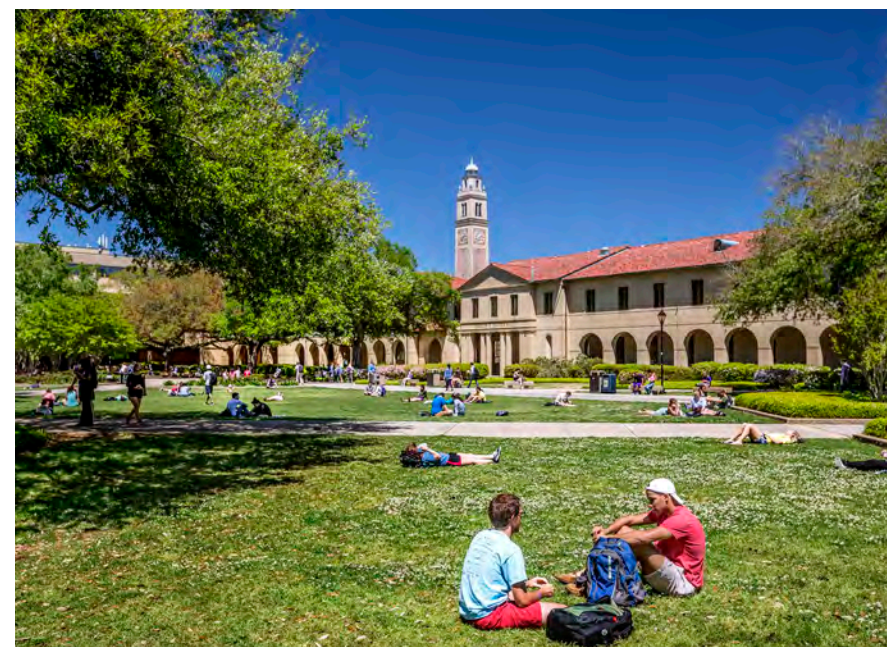
- Preserve and enhance the historic fabric of the core campus.
- Invest in renovating and maintain existing historic facilities.
- Make efficient use of existing space; defragment scattered colleges and departments.
- Strategically infill development to accommodate growth.

### SOUTH ACADEMIC AND RESEARCH AREA

- Build new facilities to accommodate academic and research growth needs.
- Build facilities in support of high performance, contemporary research.
- Connect the Energy, Coast & Environment building to the rest of the academic areas.
- Create new formal and informal campus open spaces.

### NICHOLSON GATEWAY AND EAST STUDENT HOUSING

- Complete ongoing and planned development of residential life facilities.
- Ensure development is in keeping with Master Plan framework and principles.

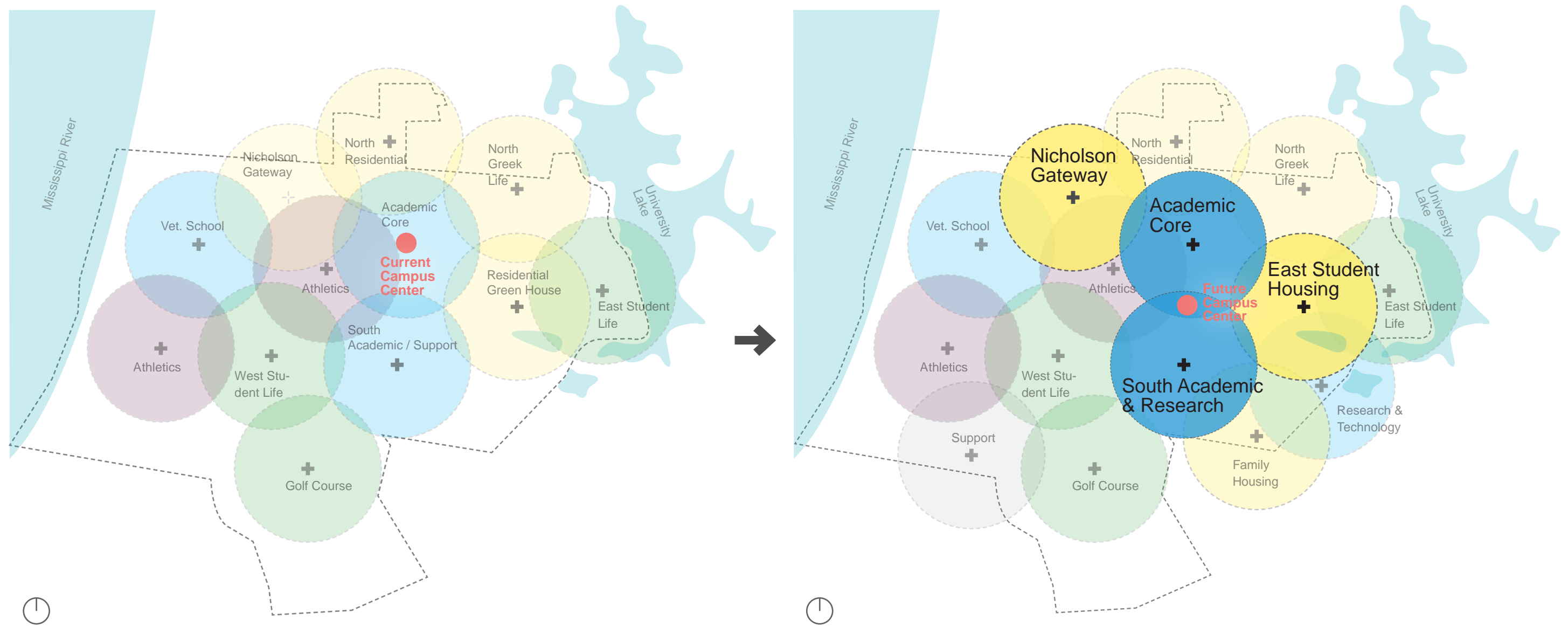


CURRENT CAMPUS CENTER






FUTURE CAMPUS CENTER





 CURRENT CAMPUS CENTER

 FUTURE CAMPUS CENTER

- Legend**
- Academic/Research Zone
  - Residential Zone
  - Recreation Zone
  - Athletic Zone
  - Campus Support
  -  Vehicular Circulation
  -  Campus Internal Circulator
  -  City Public Transit

4.2 MASTER PLAN RECOMMENDATION

# MASTER PLAN RECOMMENDATION



LSU CAMPUS ILLUSTRATIVE MASTER PLAN

## MASTER PLAN VISION

*Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU's Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment....the Flagship of Flagship Universities.*

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
6. Academic Building D
7. Academic Building E
8. Coates Hall Addition
9. Hill Memorial Library Addition
10. CoAD Expansion
11. Lab School Technology Center
12. Vet. Medicine Master Plan
13. Hill Farm Master Plan
14. Band Hall Expansion
15. Green House Complex
16. Support Facilities

**AUXILIARIES**

17. Research and Technology Zone
18. Child Care Center Expansion
19. Cedar Hall
20. East Student Housing
21. Nicholson Gateway Development
22. Family Housing
23. New Greek Houses
24. New Greek Houses
25. Student Health Center Expansion (Optional)
26. Future Student Health Center (Optional)
27. Multi-purpose Center
28. PMAC Addition
29. Softball Indoor Practice Facility
30. Baseball Practice Facility Expansion
31. Animal Shelter
32. Shelter Annex
33. South Parking Garage
34. East Campus Parking Garage
35. Research & Technology Zone Parking Garage
36. Nicholson Gateway Parking Garage

**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings

LSU CAMPUS ILLUSTRATIVE MASTER PLAN





## 4.2 MASTER PLAN RECOMMENDATION

# ACADEMIC SPINE

Running north-south through the center of the campus, the Academic Spine is a key element of the Master Plan. It is a corridor where higher concentration of academic activities will continue to take place. As a pedestrian promenade, the Academic Spine connects the campus and the community from north to south and provides connections between the highland (east) and the lowland (west) areas of the campus. Uses along the spine include academic and academic support buildings, research, and campus residential life. Over time, parts of the original ridgeline were degraded by development - the Master Plan recommends restoring the ridgeline through architectural and landscape interventions.

Key recommendations for the Academic Spine include:

- Eliminating a majority of daily use parking lots in the campus core to restore the historic beauty of the Historic Quad and create a car-free, safer pedestrian environment
- Renovation of existing Academic Core facilities to meet deferred maintenance needs, improve indoor environments in support of contemporary learning and collaborative environments, and allow for universal accessibility
- Removal of Middleton Library and re-establishing the Historic Quad to its historic state
- Removal of Lockett Hall and creating a new West Campus Green
- A new Library/Learning Commons at the new “centroid” of the campus, which becomes the hinge between the historic Academic Core and the new South Academic and Research District
- Retain some library functions closer to the north end of the campus in the Hill Memorial Library

- A new College of Science facility at the location of the existing Dairy Science and Tureaud Hall
- Additional new academic buildings in the South Academic and Research District
- A new student residential facility (Cedar Hall) located west of Spruce Hall
- A multi-purpose center at the north terminus of the spine could house a variety of community-facing University uses (continuing education, LSU Online, flexible event space, performing arts center, campus safety, etc.)
- A new open space at the south terminus of the spine, which enhances the existing canal and augments the campus gateway experience
- A series of connected open spaces along the Academic Spine to enhance the pedestrian and academic environment, while lending a unique identity to the Academic Spine itself
- Open spaces designed to accommodate game day and event specific parking, tailgating, and other outdoor programs



ACADEMIC SPINE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
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**AUXILIARIES**

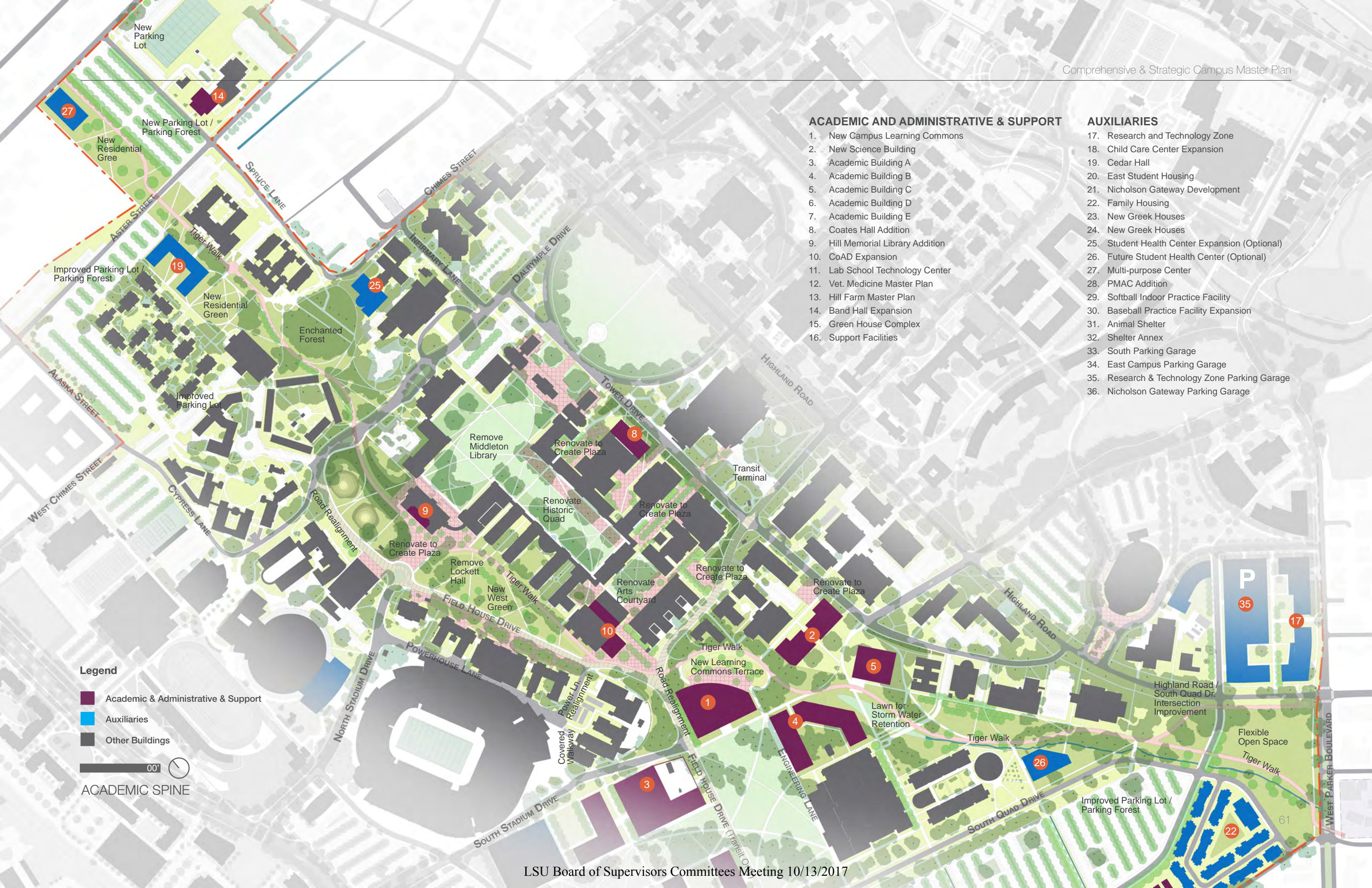
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33. South Parking Garage
34. East Campus Parking Garage
35. Research & Technology Zone Parking Garage
36. Nicholson Gateway Parking Garage

**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings



ACADEMIC SPINE



## RENOVATION AND DEFRAGMENTATION OF THE HISTORIC CORE

A major principle of the campus Master Plan is a commitment by the university to invest in a multi-phased renovation of buildings that constitute the historic campus core. Accompanied by improvements to the landscape and circulation of the Historic Quad, and the proposed removal of Middleton Library and Lockett Hall, the building renovations will contribute to a restoration of the original, historic campus vision. Not only do these initiatives represent stewardship of important physical and cultural assets of the university, and indeed the entire state, but the core renovations also present an important opportunity to improve the quality of the academic space within these landmark buildings.

The original buildings, while contributing to an exceptional campus environment, are not always well suited to contemporary academic needs – particularly the small footprints that limit larger, flexible, team-based classrooms that are desired today. The buildings are adequate for departmental administrative space, faculty offices and seminar rooms and do serve an important need, particularly for the many departments found in the College of Humanities and Social Sciences (HSS). However they are also in need of HVAC systems upgrades, lighting and interior finish upgrades, and restoration of the exterior building envelopes.

Programmatically, the distributed uses across the historic campus buildings presents a fragmented and inefficient pattern that often splits departmental space between multiple buildings and creates less than ideal adjacencies. This is the result of years of satisfying incremental growth without a broader space Master Plan or the opportunity to realize comprehensive renovations due to limited

funding and the lack of swing space. The fragmentation is also the product of a restructuring of the Colleges that resulted in the creation of Humanities and Social Sciences.

Through a comprehensive space needs analysis and a series of relocation/defragmentation exercises, with a focused look at the spaces occupied by the College of Humanities and Social Sciences, the strategy for defragmenting and renovating the core campus buildings is summarized by these major space shifts:

- An alignment and concentration of HSS departments on the west side of the Historic Quad, with a new home for the College and a new inter-disciplinary Humanities Center housed in Atkinson;
- The shift of miscellaneous COS and COE uses out of the historic core, and the consolidation of the Math Department in Coates;
- The conversion of miscellaneous general purpose classrooms in older buildings to accommodate academic growth, and the creation of new classrooms in a strategic addition to Coates;
- The shift of the President’s office and other central administrative uses to Foster Hall from the UAB building;
- The concentration of Academic Affairs and other administrative uses in Himes, T. Boyd, D. Boyd and the concentration of non-core administrative uses in the UAB building, and
- The consolidation of Student Service functions in Pleasant Hall.

These broader campus wide strategies will result in renovated spaces for the majority of the core campus buildings, the creation of contemporary learning environments, the repurposing of older, less flexible classrooms and a logical and more efficient consolidation

of currently scattered uses and improvements to academic and administrative departmental adjacencies. These goals will be accommodated through a phased approach summarized by the following major building moves:

### **HOWE RUSSELL:**

Relocate ECE uses to ECE building, move College of Science museum functions from Foster to Howe Russell and convert Howe Russell classrooms to accommodate Geography and Anthropology growth.

### **FOSTER:**

Available space created by museum relocation will accommodate move of President’s office and administrative space from the University Administration Building.

### **ALLEN:**

Allow growth of English and consolidation and growth of Philosophy and Religious Studies.

### **PRESCOTT:**

Move COS uses (Math) out and into Coates.

### **ATKINSON:**

Move Art & Design uses out (into expanded CA&D facility) and repurpose Atkinson for HSS Dean’s office and departmental space, a Humanities Center and potential academic support or other similar uses that are compatible with and would benefit from proximity to the proposed learning commons.

**COATES:**

Move HSS and COE uses out to accommodate principally Math and new classrooms supported by a proposed addition. In the interim, Coates will serve as a swing building to enable the HSS renovations on the west side of the quadrangle.

**HIMES:**

Move HSS uses out of Himes to accommodate Academic Affairs space.

**HODGES:**

Relocate HSS administrative space to Atkinson to accommodate Foreign Language growth.

**HATCHER:**

Relocate various academic uses to accommodate growth of Communication Sciences and Disorders and move in University College administrative space.

**JOHNSTON:**

Relocate NCBRT, Academic Affairs and Student Life/Enrollment to allow consolidation and growth of Psychology.

The majority of the core campus moves propose to defragment and create more logical adjacencies for HSS – with a focus on the west side of the core campus. Much of the anticipated right sizing and growth for these departments is accommodated through the selective repurposing of existing classrooms – many of which are not well

suited nor appropriately scaled for contemporary use given the space limitations of the older buildings.

New replacement classrooms to make up for these conversions are proposed in a strategic addition to the east side of Coates Hall as well as a potential addition to the west side of Hatcher Hall. Likewise, the conversion of Atkinson to a Humanities Center will also present the opportunity for additional general purpose classrooms. These strategies ensure that there will still be a concentration of general purpose classrooms in and near the historic core, even as Lockett Hall and Tureaud Hall are proposed to be demolished eventually. The balance of new and replacement classrooms will be in new academic buildings in the South Academic and Research District, but a distribution of classrooms across the campus remains an important goal of the Master Plan.





VISION OF THE HISTORIC QUAD

The relocation of Middleton Library opens up the existing Historic Quad, allowing for re-establishment of the original cruciform and restoring the core to its historic grandeur. The spatial opening re-establishes direct visual connections between Foster Hall and Atkinson Hall and the iconic Memorial Tower and Hill Memorial Library. Improved east-west pedestrian paths through the Historic Quad strengthen connections between the Academic Core and other parts of the campus.

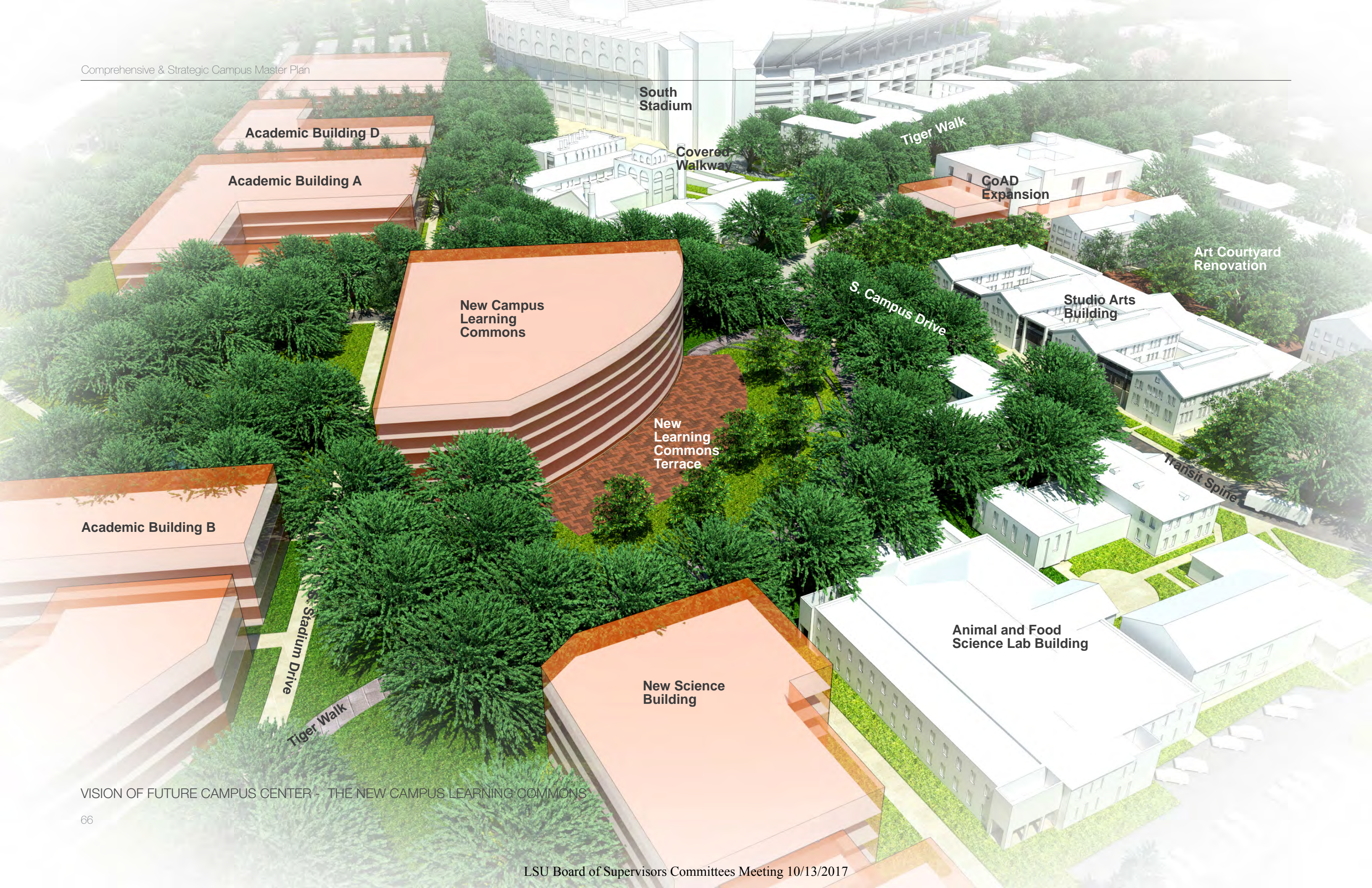


EXISTING HISTORIC QUAD

## REINFORCING THE HISTORIC CORE



VISUAL CONNECTION BETWEEN FOSTER HALL AND ATKINSON HALL



South Stadium

Academic Building D

Academic Building A

Tiger Walk

Covered Walkway

GoAD Expansion

Art Courtyard Renovation

New Campus Learning Commons

Studio Arts Building

S. Campus Drive

New Learning Commons Terrace

Transit Spine

Academic Building B

S. Stadium Drive

Tiger Walk

Animal and Food Science Lab Building

New Science Building

VISION OF FUTURE CAMPUS CENTER - THE NEW CAMPUS LEARNING COMMONS

## New Library / Learning Commons

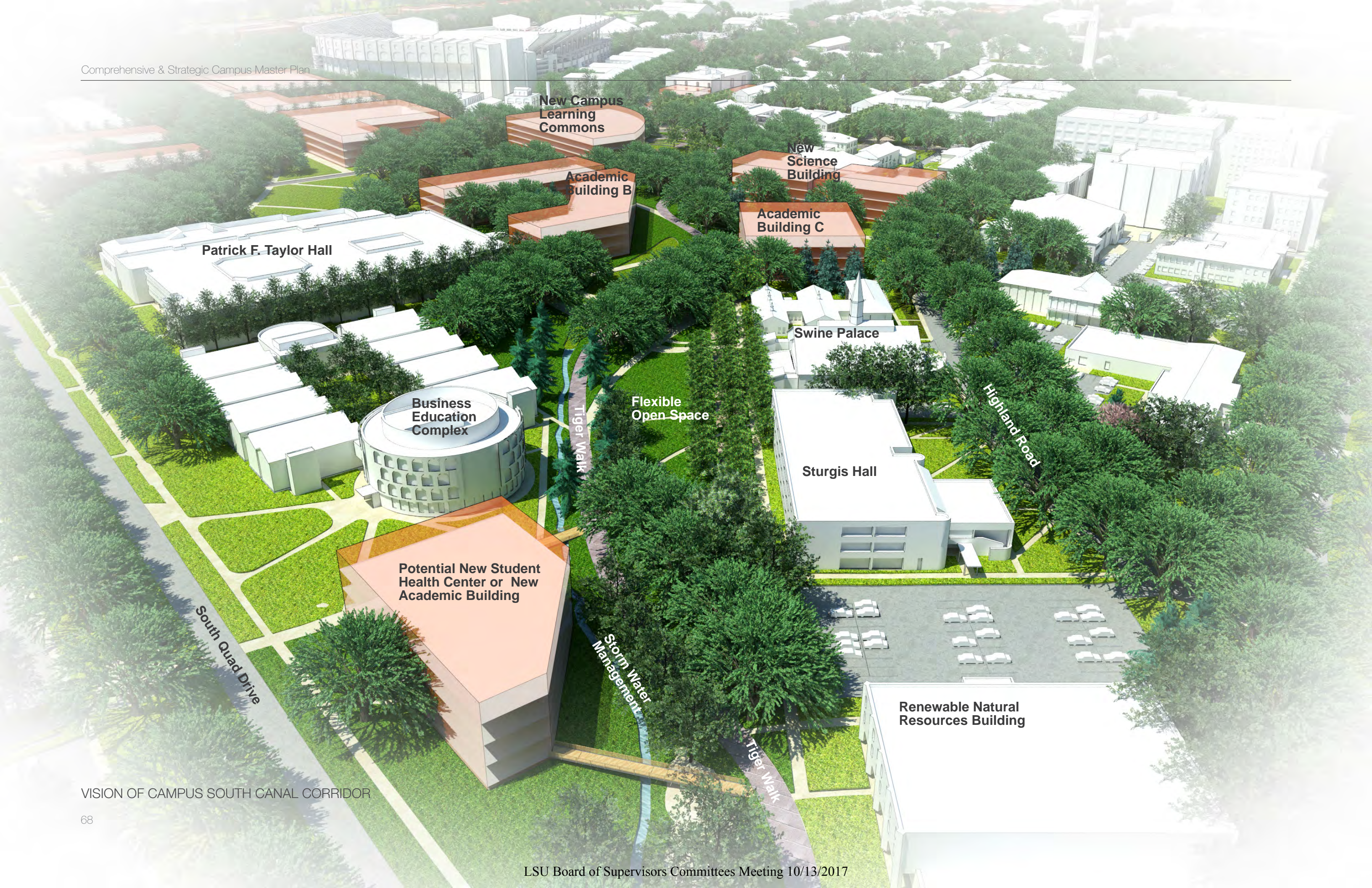
Embraced by the new campus Library/Learning Commons and the terrace seating, the new Learning Commons Terrace is an important node along the Academic Spine through which the pedestrian promenade meanders. Collaborative elements of the new Library can spill out into the Learning Commons Terrace creating a year-round seamless indoor/outdoor learning environment. The new Library/Learning Commons building has the potential to be designed to create a visual corridor through the Academic Spine and to the Learning Commons Terrace and beyond.



CURRENT CONDITION OF THE SITE



VIEW TO NEW CAMPUS LEARNING COMMONS FROM THE QUAD



New Campus Learning Commons

New Science Building

Academic Building B

Academic Building C

Patrick F. Taylor Hall

Swine Palace

Business Education Complex

Flexible Open Space

Highland Road

Sturgis Hall

Potential New Student Health Center or New Academic Building

Storm Water Management

South Quad Drive

Renewable Natural Resources Building

Tiger Walk

VISION OF CAMPUS SOUTH CANAL CORRIDOR

## Leveraging South Canal

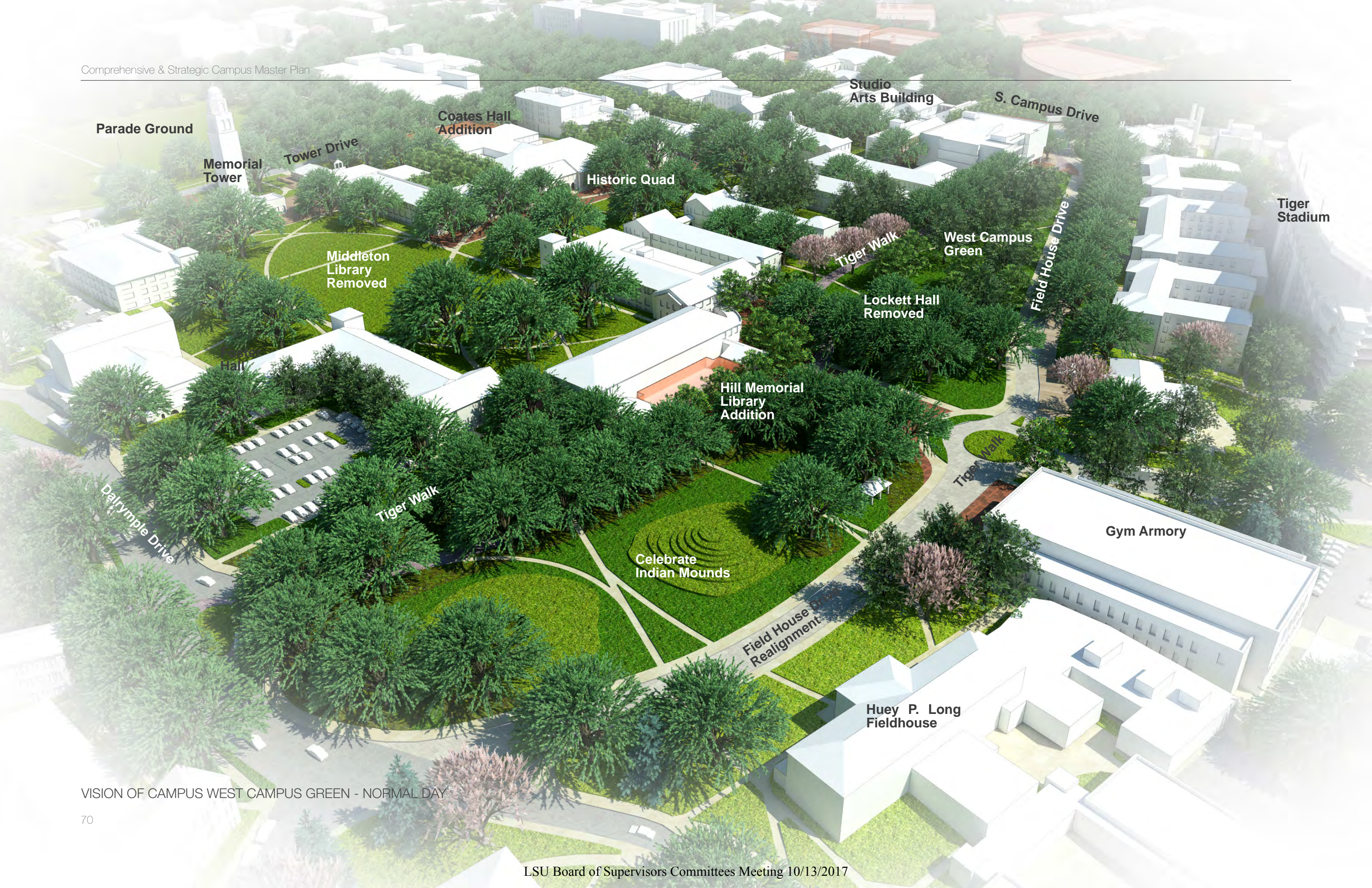
The Academic Spine promenade meanders through the new Library/Learning Commons plaza and along the canal near the campus gates at Highland Road. The south canal will be enhanced to create a beautiful and well-managed stormwater corridor. Pedestrian bridges across the canal and the promenade itself serve to connect buildings on opposite sides. The scenic views along the path will encourage campus users to walk and bike along the Academic Spine promenade and to connect to other place of the campus.



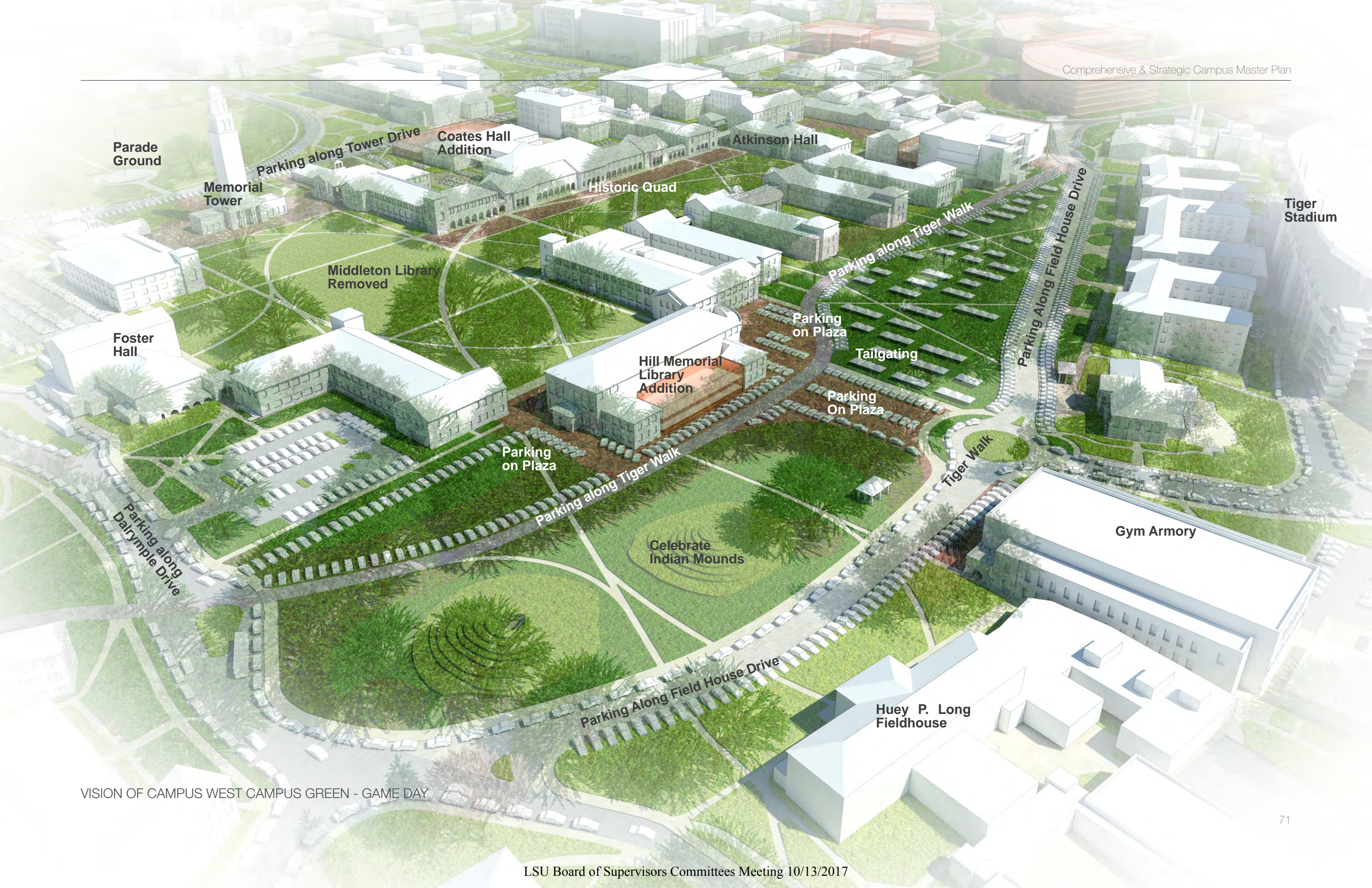
EXISTING PATH ALONG THE CANAL



ACTIVATING THE SPACE - NEW SOUTH ACADEMIC & RESEARCH DISTRICT - TIGER WALK



VISION OF CAMPUS WEST CAMPUS GREEN - NORMAL DAY



VISION OF CAMPUS WEST CAMPUS GREEN - GAME DAY



## Transforming West Campus Green



VISION OF CAMPUS WEST CAMPUS GREEN - NORMAL DAY

Lockett Hall's removal lends the opportunity for creating the West Campus Green. With adding more green space and tree canopy, it becomes an active gathering space for campus users to learn, socialize, and relax in. The West Campus Green also connects the academic buildings to the west of the Field House Drive to academic buildings around the Historic Quad. By transforming the existing parking lot in the West Campus Green into a pedestrian and bike share promenade, the path promotes the walkability and connectivity of the campus.



EXISTING WEST QUAD PARKING LOT

## Adapting West Campus Green For Game Day

The West Campus Green is designed to support a superior game day experience and includes opportunities for tailgating, game day parking, and outdoor shaded environments for fans. As depicted, the game day parking is maintained, while providing more open space for tailgating to improve the game day experience. On game day, the pedestrian promenade can be used for temporary parking along it on the grass paver paths. The West Campus Green itself can be structurally designed to allow for heavier foot traffic, tailgating, and temporary parking uses.



VISION OF CAMPUS WEST CAMPUS GREEN - GAME DAY

## Restoring And Activating Plazas



RENOVATION OF EXISTING NICHOLSON HALL PARKING LOT TO PLAZA EXAMPLE

The Master Plan proposes repurposing existing parking lots into paved plazas and landscape spaces for flexible outdoor use. On a daily basis, these plaza spaces will be used as outdoor pedestrian and social environments. The plazas will open up east-west corridors facilitating campus users to walk or bike across campus to the Academic Core. The plaza spaces will incorporate appropriate outdoor seating and lighting to make the space more welcoming and safe. New tree canopy is introduced to provide human comfort and improve environmental and spatial quality.



EXISTING NICHOLSON HALL PARKING LOT

## Activating Restored Plazas On Game Day

The plazas to replace small areas between buildings are designed to provide flexibility in use. Specifically, they take into consideration unique campus game day needs and are designed to accommodate parking during game day and other larger events, such as commencements. With their shaded tree canopy they also afford opportunity for tailgating in a more comfortable environment for fans.



ACTIVATING NICHOLSON PLAZA ON GAME DAY (EXAMPLE)

## 4.2 MASTER PLAN RECOMMENDATION

# SOUTH ACADEMIC AND RESEARCH DISTRICT

The new South Academic and Research District will be a hub for new development in support of academic growth and trans-disciplinary research needs and creates an environment that reinforces LSU's "status as a high performance, contemporary, research" environment. The plan for this area of the campus builds on the existing investments made into Patrick F. Taylor Hall, the Business Education Complex (BEC), and the Energy, Coast & Environment (ECE) building. The new large footprint buildings in this zone are geared well for STEM programs and research functions. The planned new formal open "greens" and other diverse landscape open spaces strategically connect this part of the campus to the Academic Spine and the Historic Core.

Key recommendations for the South Academic and Research District include:

- Demolition of several existing warehouse style, inefficient, functionally obsolete, and architecturally insignificant buildings with high deferred maintenance needs
- New Academic Building "A" that wraps around the existing main sub-station to potentially accommodate several research and academic functions and graduate studios
- New Academic Building "C" north of Ingram Hall to house labs, academic growth spaces, and potentially classroom space
- New Academic Buildings "B", "D" and "E" to accommodate future academic and research growth
- A new building to the east of the BEC to potentially serve as the new Student Health Center or accommodate future academic needs
- A new 1,500 space parking garage to meet campus daily parking

needs and game day/event parking needs

- A new South Quad south and east of the new Library/Learning Commons that connects the ECE building and Patrick F. Taylor Hall
- New outdoor landscape spaces that serve multiple needs including outdoor learning, student recreation, and stormwater management
- Restrict use of South Quad Drive and redesign it as a paved plaza providing a safer, seamless walking connection between the south parking lots and campus
- Gourrier Lane will become the primary access point for the south parking lots
- Beautify the south parking lots by adding trees and landscape areas and reconfigure them to increase functionality



SOUTH ACADEMIC AND RESEARCH DISTRICT

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

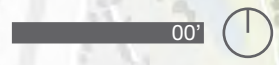
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5. Academic Building C
6. Academic Building D
7. Academic Building E
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9. Hill Memorial Library Addition
10. CoAD Expansion
11. Lab School Technology Center
12. Vet. Medicine Master Plan
13. Hill Farm Master Plan
14. Band Hall Expansion
15. Green House Complex
16. Support Facilities

**AUXILIARIES**

17. Research and Technology Zone
18. Child Care Center Expansion
19. Cedar Hall
20. East Student Housing
21. Nicholson Gateway Development
22. Family Housing
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24. New Greek Houses
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31. Animal Shelter
32. Shelter Annex
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**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings



SOUTH ACADEMIC & RESEARCH ZONE





NEW SOUTH ACADEMIC GROVE



NEW SOUTH QUAD



## 4.2 MASTER PLAN RECOMMENDATION

# RESEARCH AND TECHNOLOGY DISTRICT

The Research and Technology District (Parker Coliseum district) is the area of campus bound by South Stadium Drive, Highland Road, and East Parker Drive. The plan for this area of the campus builds on the 2009 Research and Technology Foundation Master Plan (by Sasaki Associates) with the goal of “supporting the commercialization of research and the development of new businesses close to the university campus.” The 2009 study builds on the success of the Louisiana Emerging Technology Center which “is the first new building and is one of three wet-lab business incubators in the entire State of Louisiana.” The Digital Media Center is a recent addition to this area. The Master Plan incorporates the following recommendations of the 2009 study:

- Demolition of the Livestock Exhibit building
- Adaptive renovation of Parker Coliseum for use either as the Louisiana Food Innovation Center (as suggested by the 2009 study) or other future research and technology needs and maintaining current functions
- Four new emerging technology and research buildings
- A new 1,100 space garage
- Long-term investment (major renovation or replacement) of the Agricultural Chemistry Building and Efferson Hall for the same or changed uses. Uses displaced by any of these recommendations would have to be housed appropriately within this district or elsewhere on campus

A critical departure from the 2009 study is in the area north of Parker Coliseum, where the 2009 study called for two new academic buildings to be located. Since the Master Plan accommodates anticipated

and future academic growth in the South Academic and Research District, the sites (where the 2009 study shows the two new academic buildings) are recommended to be used for parking. The existing parking lot to the north of the Coliseum will support parking needs for the new East Student Housing (green house site) development. The Master Plan further recommends building a new parking lot to the east of the existing lot to also serve the East Student Housing needs.



RESEARCH AND TECHNOLOGY ZONE



**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
6. Academic Building D
7. Academic Building E
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9. Hill Memorial Library Addition
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14. Band Hall Expansion
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**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings



**RESEARCH AND TECHNOLOGY ZONE**

#### 4.2 MASTER PLAN RECOMMENDATION

## STUDENT LIFE (CORPORATION CANAL) SPINE

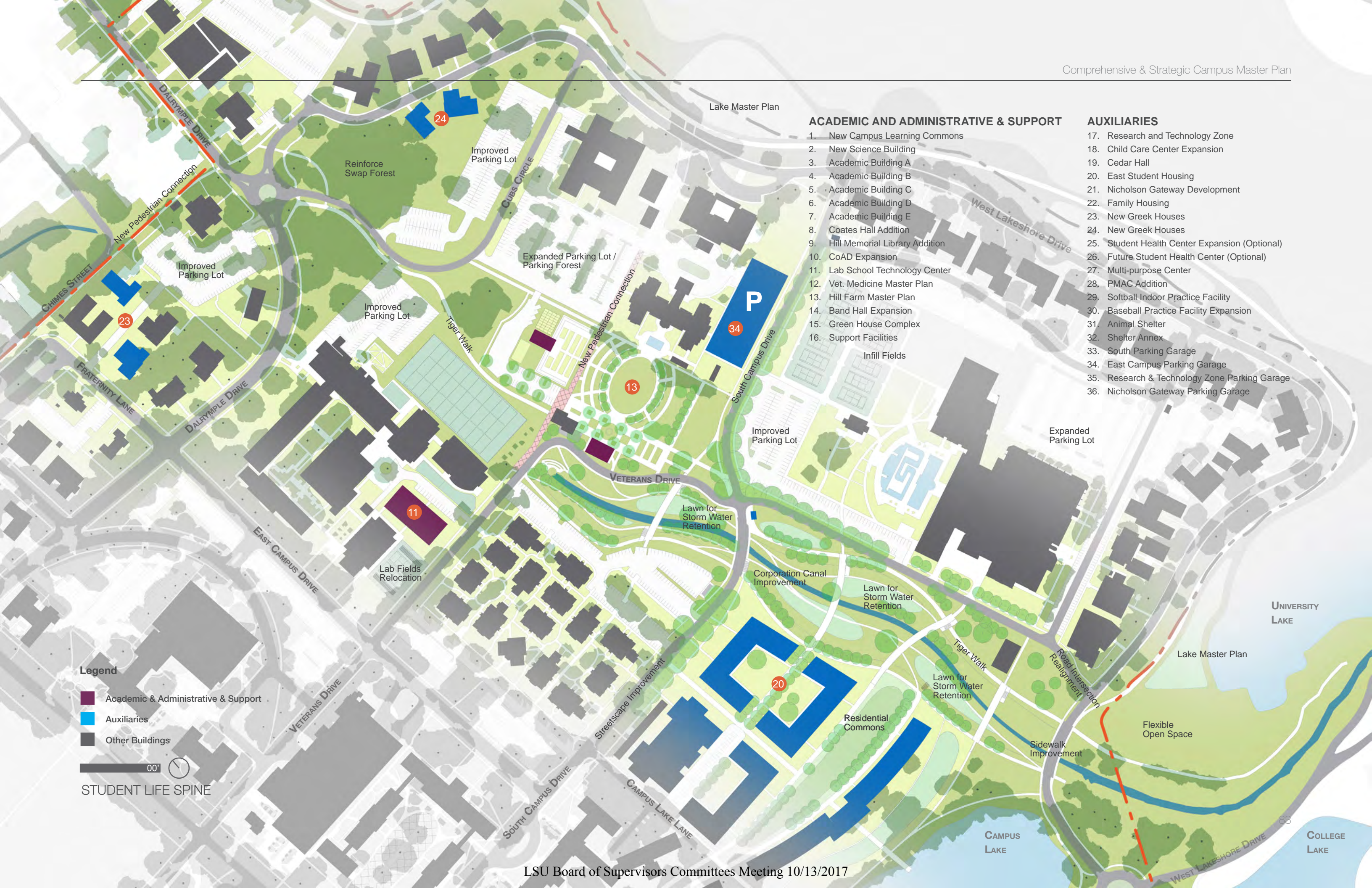
Corporation Canal provides an excellent opportunity to create a new, significant and beautiful campus open space corridor while integrating important stormwater infrastructure with it. This corridor will provide unique outdoor educational and recreational opportunities for the campus and with the many existing and planned student residential life facilities along it, it forms the campus Student Life Spine.

Key recommendations for the Student Life (Corporation Canal) Spine include:

- Widened banks to slow stormwater, increase stormwater volume, and create more efficient drainage
- Replace existing surface parking along the canal with flexible open space, circulation, and vegetation
- New, east-west walking paths and bridges over the Corporation Canal to serve the UREC, new east student housing proposed at the former greenhouses site and the campus core.
- A new parking garage south of the Lod Cook Alumni Center to serve multiple needs including the Alumni Center, UREC, Greek Life, and Student Residential Life.
- Four new Greek Houses located in close proximity to existing Greek Life facilities



STUDENT LIFE (CORPORATION CANAL) SPINE



**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
6. Academic Building D
7. Academic Building E
8. Coates Hall Addition
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11. Lab School Technology Center
12. Vet. Medicine Master Plan
13. Hill Farm Master Plan
14. Band Hall Expansion
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16. Support Facilities

**AUXILIARIES**

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**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings

00'

STUDENT LIFE SPINE

## 4.2 MASTER PLAN RECOMMENDATION

# EAST STUDENT HOUSING ZONE

The greenhouse site, west of Corporation Canal and south of South Campus Drive, is slated for new student residences. In alignment with the LSU Residential Life needs and programmatic recommendations suggested by the 2015 Housing Master Plan Update, the Master Plan recommends a development framework within which development can be accommodated.

Key recommendations for the East Student Housing zone include:

- McVoy, Miller, Herget, and Blake Halls are proposed to be demolished in the long-term and returning the sites to restorative campus open space.
- Development of this site to leverage the setting, views, and recreational opportunities afforded by the improved and beautified Corporation Canal
- Dredge and enhance Campus Lake as recommended by Baton Rouge Lakes Master Plan
- Development of this site to maintain the multiple east-west pedestrian circulation paths recommended by the Master Plan, including the central “residential commons” landscaped open space corridor



EAST STUDENT HOUSING ZONE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

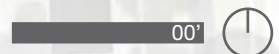
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**AUXILIARIES**

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37. Nicholson Gateway Parking Garage

**Legend**

- Academic & Administrative Support
- Auxiliaries
- Other Buildings
- Improved Parking Lot Shared by Residential / Parking Forest

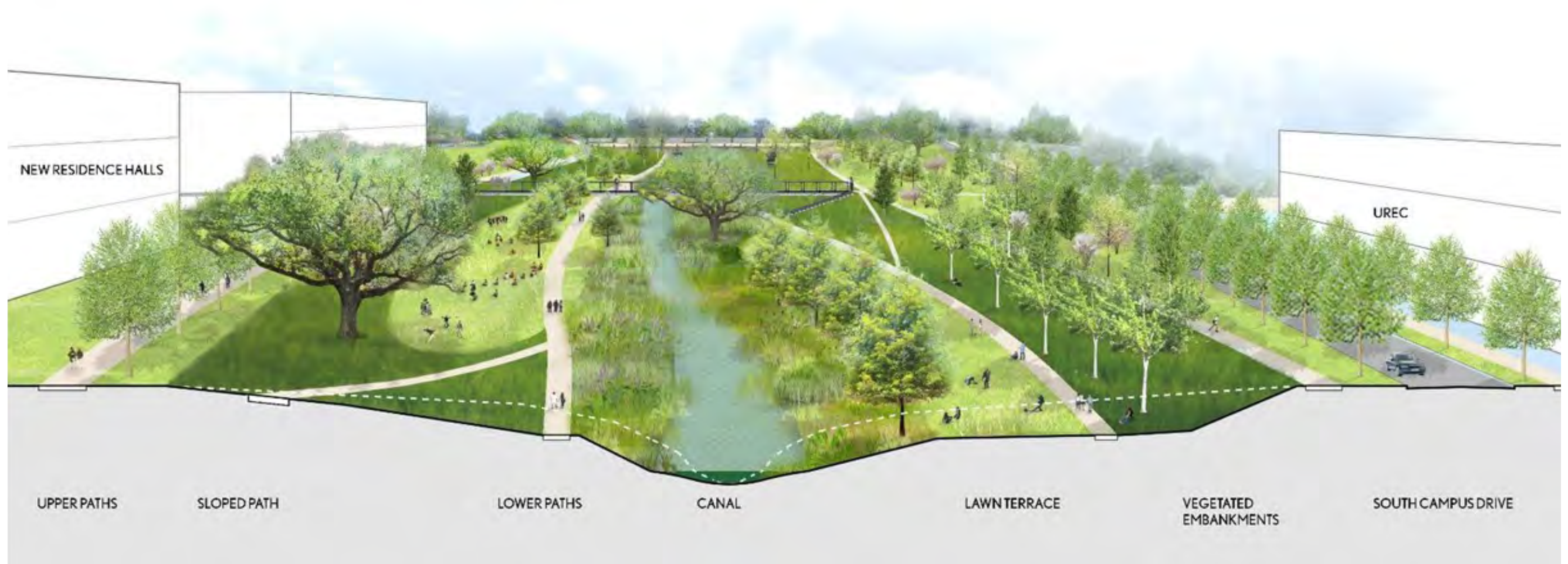


EAST STUDENT HOUSING ZONE



Campus Lake

VISION OF EAST STUDENT HOUSING ZONE



CORPORATION CANAL SECTION



## 4.2 MASTER PLAN RECOMMENDATION

# NICHOLSON BOULEVARD SPINE

The recommendations for the Nicholson Boulevard Spine area align with the ongoing Nicholson Gateway Development and planned infrastructure and intersection improvements. The Master Plan recommendations aim to improve the campus entry/exit experience along Nicholson Boulevard and to mitigate the divide between east and west campus caused by it.

Key recommendations for the Nicholson Boulevard Spine include:

- Incorporate the TramlinkBR plan and necessary roadway adjustments and streetcar stop adjacent to the Nicholson Gateway Development
- Incorporate existing initiatives and upgrades to Nicholson Boulevard which will reduce congestion and provide better multi-modal infrastructure.
- Create a consistent dense urban tree canopy along the road, adjoining open spaces, and in the parking lots to the east and west of Nicholson Boulevard
- Create multiple safer pedestrian/bike connections across Nicholson Boulevard to improve campus east-west connectivity, particularly easier pedestrian access to and from “remote” parking west of Nicholson Boulevard
- Construct a new driveway and pedestrian connection between the Athletics area and South Academic and Research District
- Reconfigure Burbank Drive intersection with Nicholson Boulevard



STUDENT LIFE (CORPORATION CANAL) SPINE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

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2. New Science Building
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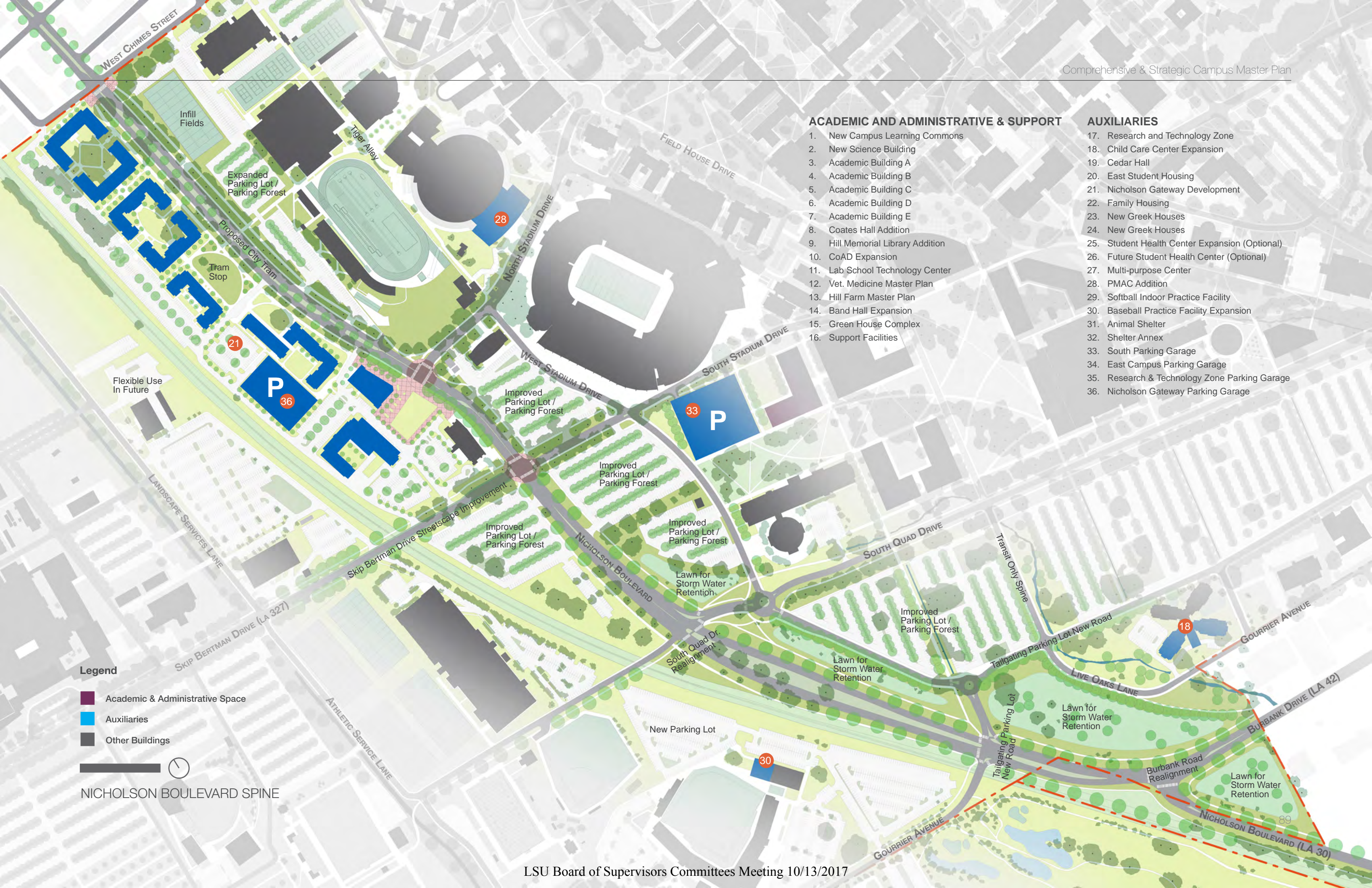
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**Legend**

- Academic & Administrative Space
- Auxiliaries
- Other Buildings

 NICHOLSON BOULEVARD SPINE



## 4.2 MASTER PLAN

# WEST CAMPUS ZONE

The West Campus Zone is the “lowland” area of the campus, west of Nicholson Boulevard and the railroad. This area is home to the College of Veterinary Medicine, Athletics facilities, campus recreational fields, and former Dairy Science facilities. Unique to this zone is the availability of vast amounts of institutional land including large reservoirs of surface parking, pasture land, former Dairy Sciences property and the LSU Golf Course. The uses in the West Campus are integral to the University. The Master Plan recommends improvement of the overall west campus environment to make it feel connected to the rest of the campus and encourage more campus users to it.

Key recommendations for the West Campus Zone include:

- Incorporate the recommendations of the 2007 Comprehensive Facilities Master Plan for the Veterinary Medicine District
- Redesign Skip Bertman Drive to two lanes of travel with dedicated bike lanes, sidewalks, and bioswales for stormwater management
- Enhance the “remote” parking lots with added vegetation, lighting, and pedestrian connectivity
- Improve and leverage the existing channelized bayou in support of better stormwater management and enhanced wildlife habitat
- Create east-west campus connections to the levee commuter path
- Relocate support facilities (Facilities Services, Landscape Services, Athletics maintenance, ECE support facilities, remote storage) to the new location South of Gourrier Lane
- Build a new Animal Shelter and Annex South of Gourrier Lane
- The golf course currently serves an academic need for students in Kinesiology and a recreational purpose for students, faculty,

staff and the public. It is recommended that the golf course be maintained to support these existing uses until another future need for this land is identified and the academic uses satisfied.



WEST STUDENT HOUSING ZONE



**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

- 1. New Campus Learning Commons
- 2. New Science Building
- 3. Academic Building A
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**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings

WEST CAMPUS ZONE

## 4.3 COMPONENT PLAN

# ACADEMIC SPACE RECOMMENDATIONS

### ACADEMIC SPACE PROJECTIONS

The academic programming component of the campus Master Plan was developed and refined through an iterative process throughout the duration of the Master Plan. The principal drivers for the demand for additional space are undergraduate and graduate student enrollments and faculty growth projections that were informed by the University’s Strategic Planning process conducted in parallel with the campus Master Plan. The effort to develop projections for academic growth and the corresponding demand for space was conducted through the following efforts:

- Review of previous strategic academic plans for each college
- Interviews with each of the college Deans to gain an understanding of space needs, enrollment, and faculty projections
- Interview with Academic Affairs and the Provost to discuss general growth trends
- Draft enrollment and faculty projections furnished to the planning team by the Deans
- Refined enrollment and faculty projection furnished to the planning team by Academic Affairs as informed by the Strategic Planning process.
- Review and refinement of final growth and space projections by each college Dean and Academic Affairs

While enrollment and faculty growth were the main driver for the projected space needs, other factors contributed to the proposed space projections including:

- An analysis of existing academic space and a comparative exercise

in right sizing using benchmarks and contemporary academic space standards

- An overarching recognition and goal that the University will continue to conduct more research in the future and that faculty hires and an increase in graduate students will create demand for additional research space to serve contemporary needs
- A strategic goal by the university to encourage and enable a greater degree of inter-disciplinary research with joint grant funding between colleges, departments and disciplines
- Replacement space for buildings proposed by the Master Plan to be demolished – principally in the South Academic and Research District
- Strategic demolition projects to enable important Master Plan landscape, circulation and campus improvement initiatives – particularly Middleton Library and Lockett Hall

In order to convert the academic growth projections into actual space needs, the team developed a space projection model, which is delineated and explained in more detail in Academic Space Study Findings (see Appendix) and generates space needs as a function of the following factors:

- Projected faculty hires per college and the anticipated need for office and support space
- Projected funded graduate students per college and the anticipated need for office and research space
- Projected Doctoral, Post-Doc and PhD students per college and the anticipated need for office, research and support space
- Assumptions about the percentage of research active faculty

per college and the anticipated need for research space, research assistant space and support

- Anticipated need for additional instructional labs and other specialized instructional space based on undergraduate and graduate enrollment

The space requirements were adjusted for the particular needs of each college with, for example, science and engineering lab requirements adjusted to factor for more space as compared to research space for humanities and social science and other non-STEM disciplines. In addition, the assumptions of the percentage of faculty members engaged in active research was adjusted for each college, with input from the Deans and Academic Affairs.

A summary of the total projected academic space requirements is as follows:

- Space required per the Right-Sizing of existing facilities:  
313,550 gross sf (190,650 net sf)
- Space required per projected enrollment and faculty increases:  
681,450 gross sf (414,350 net sf)
- Sub-Total Projected New Academic Space:  
995,000 gross sf (605,000 net sf)

### REPLACEMENT OF DEMOLISHED ACADEMIC SPACE

The proposed Master Plan demolition includes buildings that are in strategic locations on campus and are generally in need of significant capital investment. Most of these buildings are service facilities or are obsolete, one story buildings located in South Academic and Research District where the Master Plan envisions expansion over the next

decade and beyond. While the planning made every effort to avoid removing academic facilities, there are some that the plan proposes to demolish. These facilities are generally small and in need of investment and represent significant deferred maintenance needs. In addition, there are three academic facilities that are also planned for demolition because of their strategic location and condition – Middleton Library, Lockett Hall, and Tureaud Hall. While these are the only core campus buildings proposed to be removed, the list of the south campus academic buildings proposed for demolition are:

- Agricultural Engineering Shop
- Agricultural Metal Building
- Dairy Science
- E.B. Doran
- Electrical Engineering Building
- Engineering Lab Annex Building
- Engineering Research and Development Building
- Manship Research Facility
- Military Science – Aero Studies Building
- Old Forestry

- Wetlands Building
- Sea Grant Building, Storage and Shop Buildings

Space Required to Replace Demolished Academic Space:

1,058,000 gross sf (690,000 net sf)

Total Projected Academic Space Needs:

2,053,000 gross sf (1,295,000 net sf)

The table below provides a summary breakdown of right sized and projected space needs broken down by college.

**GENERAL PURPOSE CLASSROOMS:**

There is an opportunity for LSU to improve the utilization and efficiency of its general purpose classrooms. The findings of the classroom utilization study suggest that LSU can absorb the projected undergraduate enrollment increase within the existing campus classroom inventory with improved utilization and higher occupancy. Recognizing that the inventory may also benefit from some right sizing to better align with projected class sizes, there is an opportunity with new and renovated projects to create new classrooms that are better suited to ideal class sizes. The Master Plan also recognizes that, although the number of classrooms is adequate to sustain growth,

many classrooms are not well suited to current pedagogies that emphasize project-based and team learning models. The proportion, square footage per station size, as well as technology and general age and condition of many classrooms suggest the need for renovations.

There is also an opportunity to construct new classrooms within new academic buildings in order to take older spaces offline and repurpose for other uses. The proposed defragmentation/renovations of the historic core campus buildings also relies on repurposing some existing classrooms to accommodate departmental growth needs. These classrooms should be replaced either in new academic buildings or in the proposed strategic classroom addition to Coates Hall in the interest of keeping classrooms close to the core campus. Regardless of the timing of the gradual renovation and replacement of existing classroom, which will bring the overall quality of the learning environments of the university to contemporary standards as well as optimize use and efficiency, the current inventory can accommodate the projected enrollment growth. The details of this analysis are explained in greater detail in the Academic Space Study Findings report found in the Appendix.

Tab	COLLEGES, SCHOOLS, AND RELATED PROGRAMS	A EXISTING NASF	B EXISTING NASF Minus Classrooms	C Right Sized NASF Minus Classrooms	D Projected NASF Minus Classrooms	E Additional NASF	F Net:Gross Ratio	G Additional Gross Sq. Ft.
COA	College of Agriculture	678,909	665,043	695,833	720,862	55,819	63%	88,601
CA&D	College of Art and Design	214,593	198,860	189,493	241,014	42,154	60%	70,256
COE	College of Engineering	497,499	451,217	418,695	557,812	106,595	60%	177,658
CHSE	College of Human Science and Education	221,076	213,022	241,462	255,310	42,288	63%	67,130
CHSS	College of Humanities and Social Sciences	176,404	169,014	193,138	217,444	48,430	63%	76,880
CMDA	College of Music and Dramatic Arts	128,836	116,568	133,917	133,728	17,160	65%	26,410
COS	College of Science (Cannon MP)	521,212	510,020	553,000	612,950	102,930	58%	177,470
Law Ctr	Law Center	134,792	108,134	139,124	144,063	35,929	63%	57,040
MSMC	Manship School of Mass Communication	32,994	28,900	30,821	59,496	30,596	63%	48,570
OCOB	Ourso College of Business Admin	118,894	101,132	101,632	124,798	23,666	65%	36,410
CCE	College of the Coast and Environment	121,855	119,913	116,962	118,814		60%	
SVM	School of Veterinary Medicine	285,737	278,501	336,906	375,807	97,306	60%	162,180
<b>Totals:</b>		<b>3,132,801</b>	<b>2,960,324</b>	<b>3,150,982</b>	<b>3,562,099</b>	<b>602,874</b>		<b>988,606</b>

LSU TOTAL NASF - RIGHT SIZED AND PROJECTED

## 4.3 COMPONENT PLAN

# ADMINISTRATIVE AND SUPPORT SPACE RECOMMENDATIONS

The Master Plan recommends the following plan for the relocation and right-sizing of administrative and support departments.

### THOMAS BOYD, DAVID BOYD, AND HIMES HALL FOR KEY ADMINISTRATIVE OFFICES

- Thomas Boyd to house Academic Affairs, Accounting Services, Auditors, Budget & Planning, Financial Systems Services, the Office of Diversity, Finance & Administration, Risk Management, and Student Affairs. Storage currently located in Thomas Boyd will be moved to new remote storage facilities which will free up space for administrative offices.
- David Boyd to be dedicated to Research & Economic Development, Graduate School, and the Vice Chancellor of Research.
- Himes Hall to be used to accommodate the Office of Sponsored Programs, Testing, the Faculty and Staff Senates, Research (ORED), Graduate School, and other faculty support growth needs.

### PLEASANT HALL FOR STUDENT SERVICES DEPARTMENTS

Continuing Education and the NCBRT to move out of Pleasant Hall, providing space for the following student-focused departments to be collocated for improved efficiency and ease of access:

- Bursar
- Disability Services
- Enrollment Management
- First-Year Experience
- Experience LSU
- University Registrar

### FOSTER HALL FOR PRESIDENT AND RELATED DEPARTMENTS/ FUNCTIONS

The President's Office to be relocated to Foster Hall, the symbolic head of the Historic Quad. Other related departments to be relocated to Foster Hall include:

- Board of Supervisors offices, meeting rooms, and Board Room
- General Council
- Governmental Relations & Institutional Advancement
- Strategic Communications/Public Affairs
- Vice President of Human Resources Management & Risk Management

### UNIVERSITY ADMINISTRATION BUILDING (UAB) FOR NON-CAMPUS CORE DEPARTMENTS

Several departments that have a need for public access and convenient parking should be moved to the UAB once the President moves to Foster Hall:

- Human Resource Management
- Procurement
- The Emergency Operations Center. The nearby Lod Cook Conference Center will be used in emergencies to house first responders and other essential personnel associated with the EOC.

### NEW BUILDINGS

The new Support Facilities (south of Gourrier Lane) will provide an opportunity to consolidate support facilities and will free up their

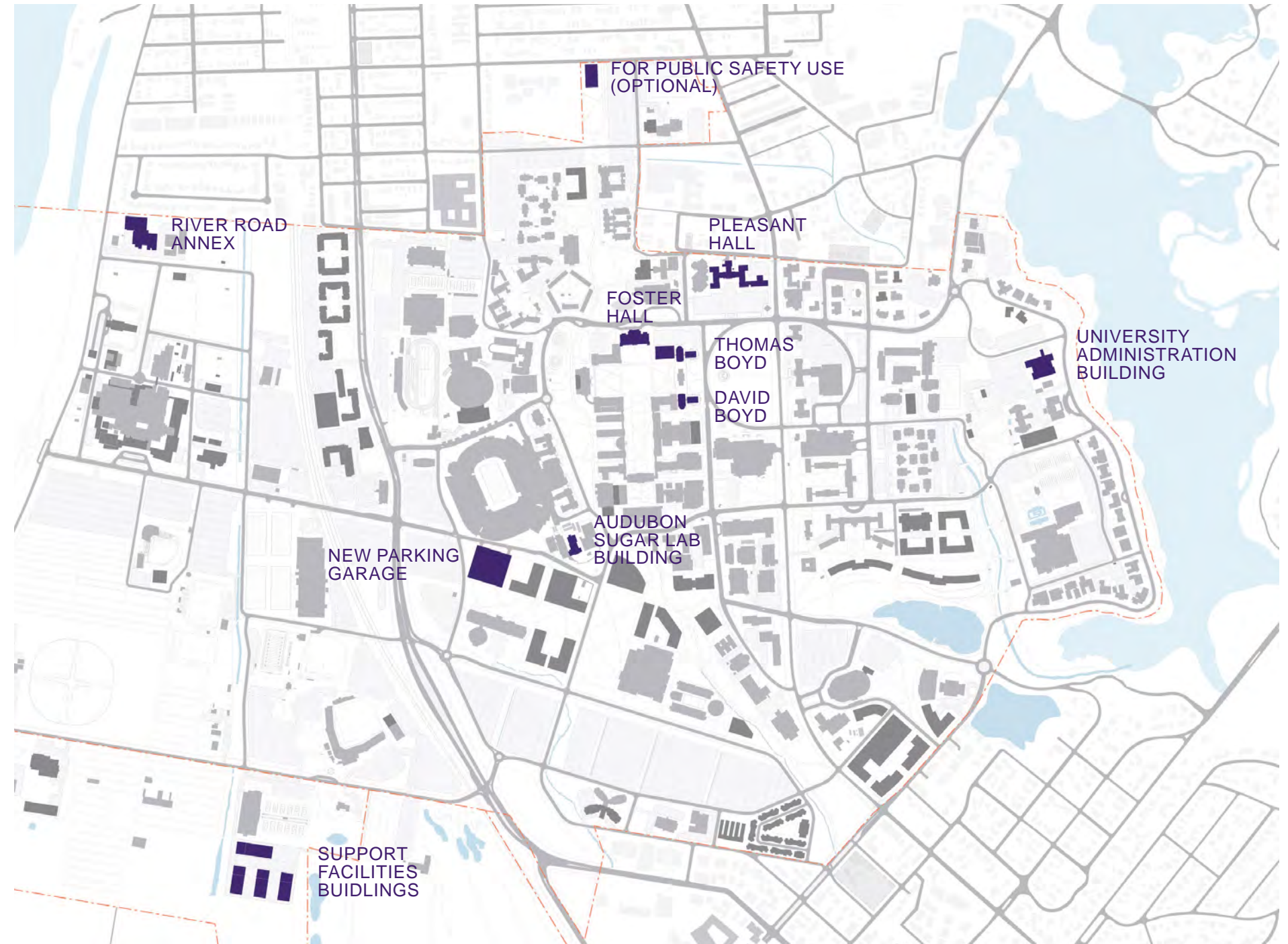
current location for new academic and research space.

Relocating University Public Safety, preferably to the edge of the campus, will provide a more effective facility for the Police & Public Safety and Parking & Transportation departments. Moving Police & Public Safety out of the core of campus will also shift them away from the stadium and game day traffic, thus facilitating their ability to respond to duty calls.

Proposed department moves and space reallocations are captured in the table and map on the following page.

Proposed Building	Department	Existing Building
David Boyd	Dean - Graduate School	David Boyd
	Director of Economic Development's Office	Himes
	Vice Chancellor - Research	David Boyd
	Vice Chancellor - Research	Himes
Fred Frey	Office of CIO/Telecommunications	David Boyd
Foster Hall	Board of Supervisors	UAB
	General Council	UAB
	Governmental Relations & Institutional Advancement	UAB
	President's Office	UAB
	Strategic Communications/Public Affairs	Lakeshore House
Himes Hall	VP Human Resources Management & Risk Management	UAB
Himes Hall	Office of Sponsored Programs	Himes
	User Support & Student IT Enablement	Himes
Support Facilities Buildings	Administration	Facility Services Building
	Building Services	Facility Services Annex
	Facilities Planning & Facilities Maintenance	Facility Services Building
	Facilities Finance & Accounting	Facility Services Annex
	Planning, Design, & Construction	Facility Services Building
New Parking Garage	Parking & Transport	University Public Safety
New Public Safety Building	Police & Public Safety	University Public Safety
Pleasant Hall	Bursar	Thomas Boyd
	Disability Services	Johnston Hall
	Enrollment Management	Pleasant Hall
	Facilities Maintenance (Storage)	Pleasant Hall
	First Year Experience	Johnston Hall
	Experience LSU	Johnston Hall
	University Registrar	Thomas Boyd
Support Facilities Building	Financial Systems Services (Storage)	Thomas Boyd
	Procurement Storage	Thomas Boyd
	VP Finance - Administrative Storage	Thomas Boyd
Thomas Boyd	Academic Affairs	Thomas Boyd
	Accounting Services	Thomas Boyd
	Budget & Planning	Thomas Boyd
	Executive VP & Provost of Academic Affairs	UAB
	Financial Systems Services	Thomas Boyd
	Internal Audit	MSRF and UAB
	Office of Diversity	Thomas Boyd
	Risk Management	University Public Safety
	VP Finance & Administration/CFO	Thomas Boyd
	VP for Student Affairs	Thomas Boyd
University Administration Building	Emergency Operations Center (EOC)	University Public Safety
	Human Resource Management	Thomas Boyd
	Procurement	Thomas Boyd

PROPOSED DEPT. MOVES AND RELOCATIONS



ADMINISTRATIVE AND SUPPORT SPACE RECOMMENDATIONS





## 4.3 COMPONENT PLAN

# DINING

The findings and recommendations summarized in the Needs Assessment section of this report and detailed in the Dining Study Findings document (see Appendix) shaped and supported the dining demand projection and recommendations.

### RECOMMENDATION: SHORT TERM

- Work with LSU's auxiliary staff and dining partner to evaluate demand gaps and integrate on-going concept planning efforts to meet the needs of underserved areas of campus.
  1. Consider creative service styles to meet high customer demand (throughput) in the academic core.
  2. Likely locations to consider future dining based on demand gaps include:
    - Future development on the south end (library building, academic buildings, etc.).
    - Potential expansion, renovation, or replacement of the 459, particularly considering traffic generated by UREC activity. However, the dining venue should remain proximate to the primary users in the residential area.
- Monitor the impact of the dining expansion in the Library and College of Art & Design building and the new dining platform in Patrick Taylor Hall and recalibrate demand if necessary.

### RECOMMENDATIONS: LONG TERM

- As LSU plans new buildings, particularly on the southern end of campus, revisit the demand projections and integrate dining to address demand gaps to better serve campus needs. Refer to the maps on the following page.
- Continue to work closely with LSU's dining partner to ensure the

appropriate back and front-of- house planning for new facilities. Early planning and collaboration allows the necessary space, menu, service style, and overall adaptability and flexibility for dining platforms to evolve with student preferences.

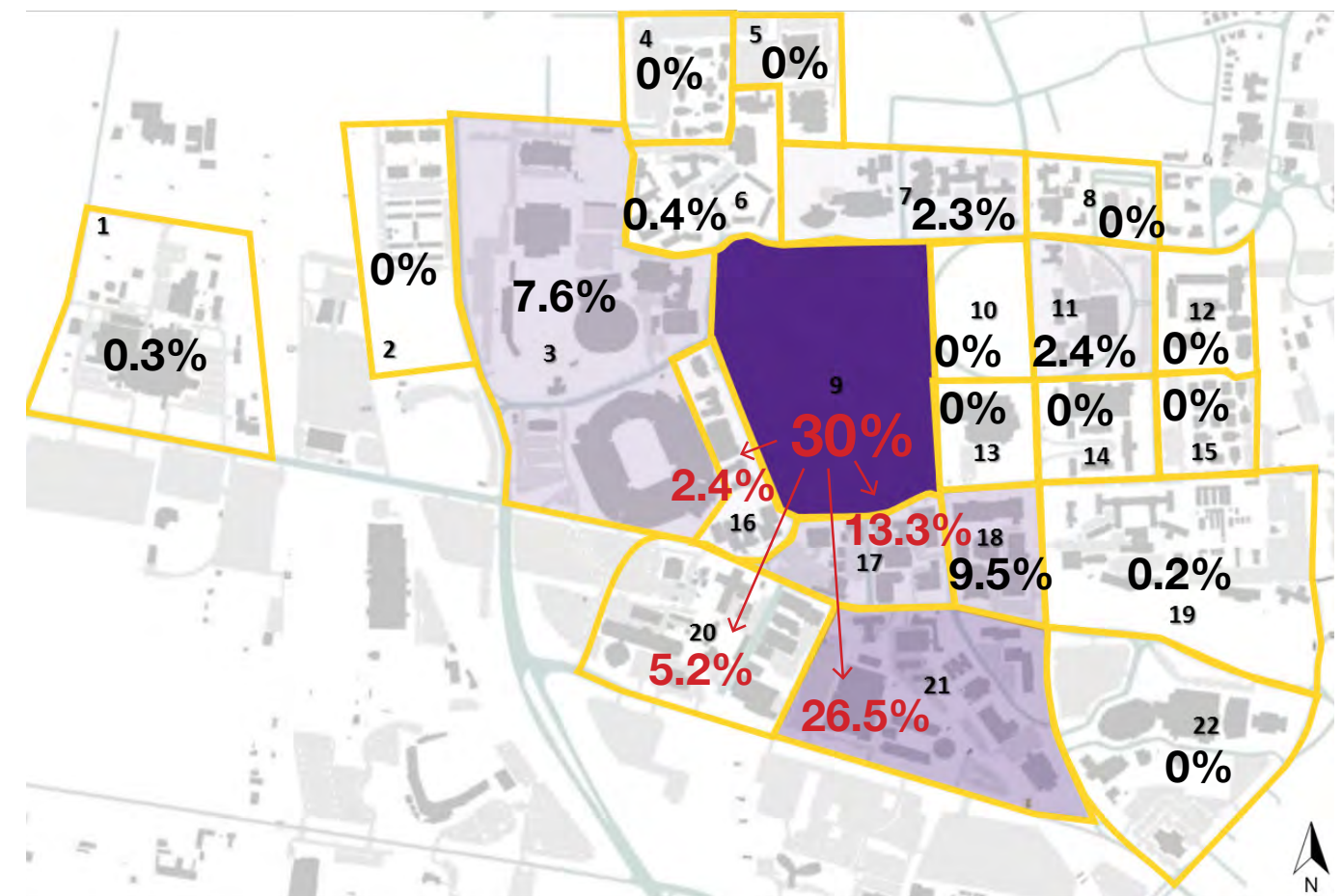
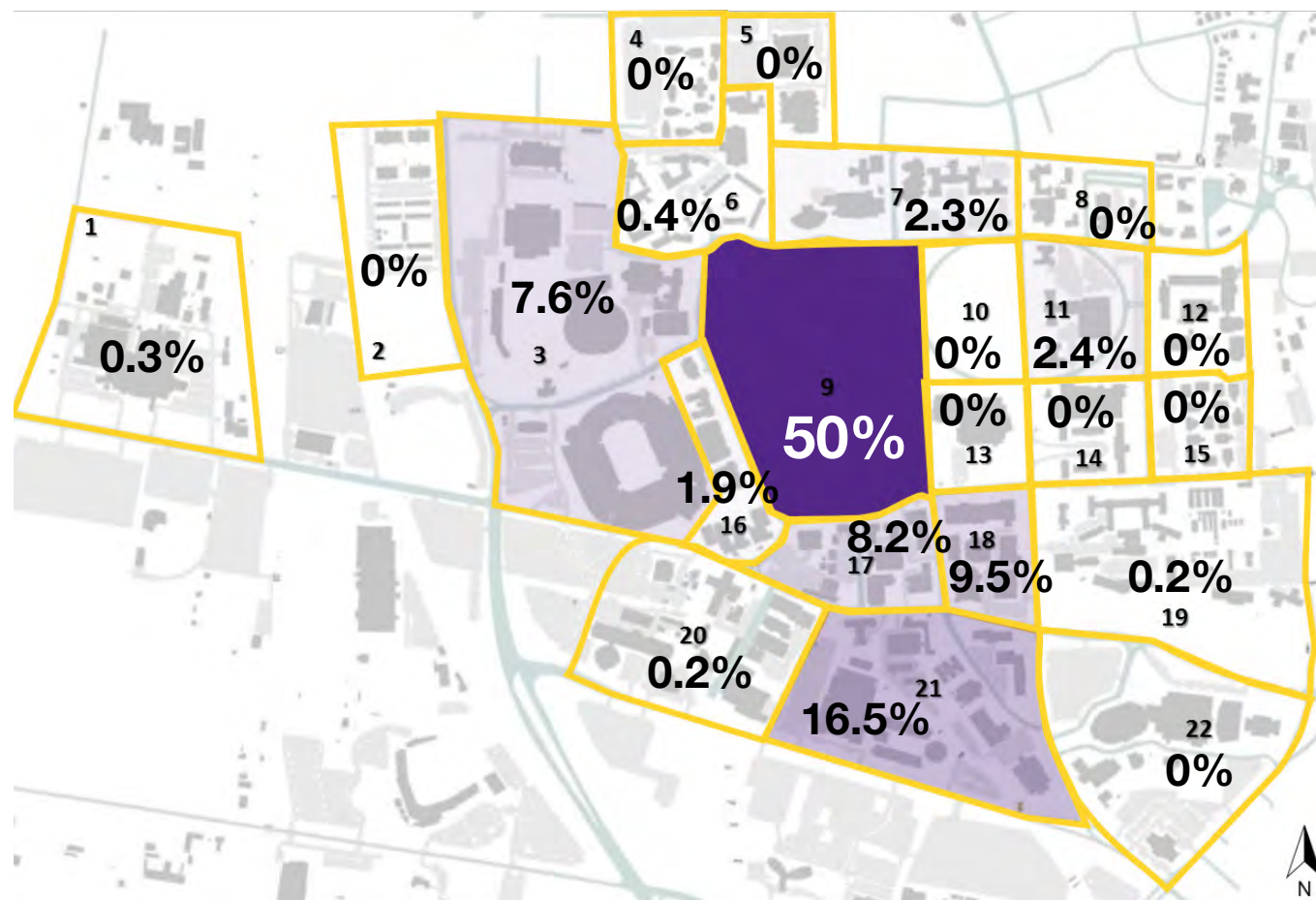
### DINING FRAMEWORK COMPONENTS

The dining framework will guide University decisions concerning location, type, and size of future dining venues in response to the Master Plan and anticipated enrollment growth.

The two key components of the dining framework include:

- Establishing a clear dining vision in alignment with LSU's broader institutional mission.
- Developing a demand model to project future dining utilization that incorporates major population shifts due to campus development and enrollment growth.

### LSU Mid-day Population Density Shifts to The South Driven by Future Master Plan Development



CURRENT: MID-DAY POPULATION DISTRIBUTION

FUTURE: MID-DAY POPULATION DISTRIBUTION

**Legend**



#### 4.3 COMPONENT PLAN

### MOBILITY - CAMPUS MOBILITY SYSTEM

Implementation of the Master Plan mobility recommendations will not only transform the way staff, students and faculty travel, but is also essential to realizing the build-out of the Master Plan. Under the status quo, demand for parking will continue to grow, jeopardizing the ability to replace surface lots with new buildings, greens and open spaces. The overall approach recommended here focuses on a re-balancing of the transportation system away from parking and driving and towards greater transit use, walking and biking—much like LSU's peers have. This will accomplish the mode shift necessary to reduce parking demand and open up land to support the Master Plan. Elements of this approach are already happening: on-campus, bike share stations are being added soon, and new student housing is planned within walking distance of classrooms; off-campus, a new rail tram is planned for Nicholson Boulevard, and the City continues its partnering with the University to reduce roadway congestion and better accommodate non-motorized modes. However, the University will need to take bold steps to realize the level of transformational change envisioned by the Master Plan including:

- An overhaul of current parking policy to create a demand-responsive, tiered permit system which places the appropriate

value on high-demand core spaces and rewards remote parkers

- Transforming TIGER Trails to a higher-capacity, reliable and more frequent bus service connecting off-campus housing and remote parking with the campus core
- Creation of highly-visible walking and biking networks and infrastructure that penetrate campus edges better and connect beyond to growing regional networks; and
- Developing a flagship LSU transportation benefits program which provides best-practice, best-in-class incentives for staff, faculty and students to drive less

A transformation in the way LSU travels will only occur by providing more user-choice, convenience, affordability, comfort and safety. For this to happen, the transportation system must undergo capital investment and programmatic change. However, above all, travel habits and assumptions about travel choices must undergo a culture change. Principal amongst these changes is the recognition that a “business as usual” approach to parking and driving habits is not sustainable. Additionally, to realize the Master Plan vision the numbers of staff, students and faculty choosing to walk, for at least the last leg of their trip, will need to significantly increase.











#### CORE PRINCIPLES

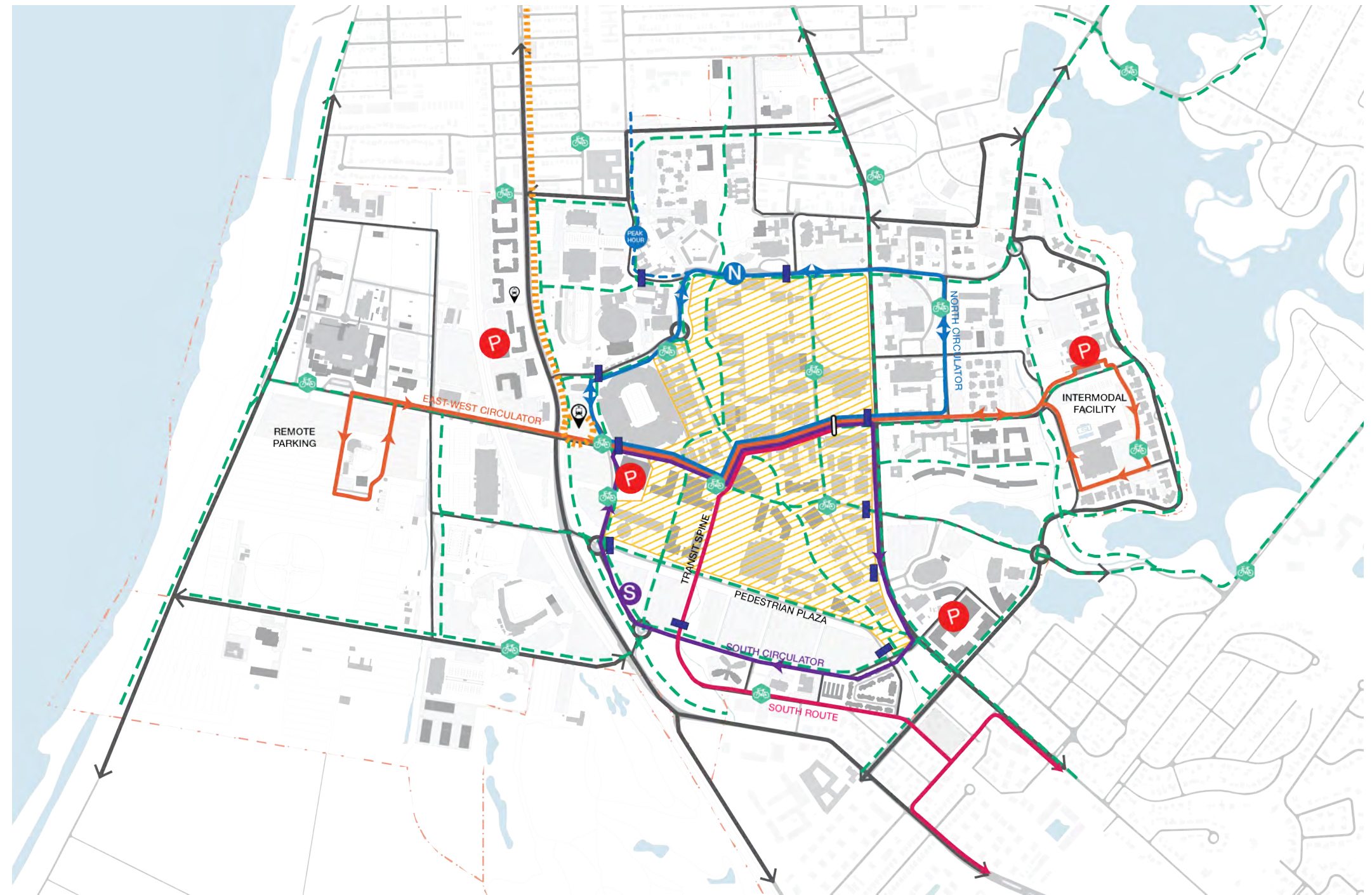
- Restrict private vehicle access to LSU's walking core
- Re-calibrate the parking permit system to reduce demand for driving
- Reduce walking, biking and vehicular conflicts
- Establish a family of multi-modal streets
- Improve comfort and safety between remote parking lots and campus core
- Increase the attractiveness of the bus system as an alternative to driving

The above steps achieve a less congested parking system, a more comfortable and safer walking environment, a protected biking system connected to the region, and a more efficient, higher-frequency bus system serving off-campus student housing and remote parking.



**Legend**

-  Parking Garage
-  Bicycle Facility
-  Bike Share Station
-  BR Tram
-  BR Tram Station
-  East West Circulator
-  South Circulator
-  South Route Transit
-  Campus Gate
-  Pedestrian Core



CAMPUS MOBILITY SYSTEM PLAN



#### 4.3 COMPONENT PLAN

## MOBILITY - TRANSPORTATION DEMAND MANAGEMENT (TDM)

TDM programs are a foundational element of re-balancing LSU's transportation system. Robust TDM programs will reduce demand for parking, thereby freeing up land for the new South Academic and Research District growth, restored open space and new student housing. TDM programs also represent a "carrot" in the face of what may be perceived as the "stick" of parking pricing increases. By reducing demand for driving, TDM programs both use existing transportation infrastructure more efficiently and reduce demand for new parking supply. Below are specific TDM programs to consider introducing or expanding:

#### DEDICATED TRANSPORTATION COORDINATOR

In order to set up a comprehensive Transportation Demand Management (TDM) program, it is recommended that LSU hire a full time position. TDM Coordinators are increasingly commonplace at large university campuses across the nation and help run day-to-day administration of transportation programs, answer phone calls and initiate and promote new programs.

#### DEVELOP AN LSU TDM PROGRAM

Staff/ Faculty TDM Program:

Typically programs that require higher levels of subsidy and year-round investment such as transit subsidy programs are available to faculty and staff. Programs provide campuses with a competitive advantage, helping employee retention, increasing job satisfaction, and incentivizes those to try non SOV (single occupancy vehicle) modes

Student TDM Program:

The program should initially focus on promoting existing offerings such as Zipcar, Geaux Ride ridematching, and the CATS transit system. The TDM coordination should work to improve existing walking and biking programs and prioritize efforts to connect the campus and City Parish multimodal infrastructure.

#### TRANSPORTATION DEMAND MANAGEMENT (TDM)

TDM describes strategies that optimize transportation services and infrastructure by incentivizing travel by more space-efficient and sustainable modes such as mass transit, bicycling and walking. This shifts trips to non-peak hours (flexible schedules) or avoids vehicular trips altogether. Tools include changing costs of service, improving information, mixing together walkable land uses, and employing new technology (mobile apps, telecommuting, etc.).

## Elements Of Campus Transportation Demand Management (TDM)



## POTENTIAL ELEMENTS OF AN LSU TDM PROGRAM

- **Car Share:** Zipcar car share is currently available on campus for students, faculty, and staff and should be heavily promoted to affiliates
- **Ridematching:** Carpool services are provided through GeauxRide, an online platform that matches individuals with similar commutes. Members can search the network for open seats or post their ride and destination to make seats available to other users
- **Walk/ Bike Incentives:** LSU currently offers no formal walk/ bike programs. Other campuses actively promote walking and biking through incentive programs
- **Annual promotional events** should be conducted to raise awareness amongst the student population. This can include inviting local service providers on campus such as CATA, GeauxRide and Baton Rouge Bikeshare
- **Alternative Work Arrangements:** The University should encourage alternate work arrangements for faculty and staff whose responsibilities can be accomplished effectively outside of a University office and/or traditional work schedule for part or all of the workweek
- **Incentivize Off-peak Class Scheduling:** The peak parking demand occurs around 11am and 1pm, which creates a traffic and congestion on local campus roads and parking lots. Incentives to hold class outside of these hours would spread roadways and parking demand across the day

#### 4.3 COMPONENT PLAN

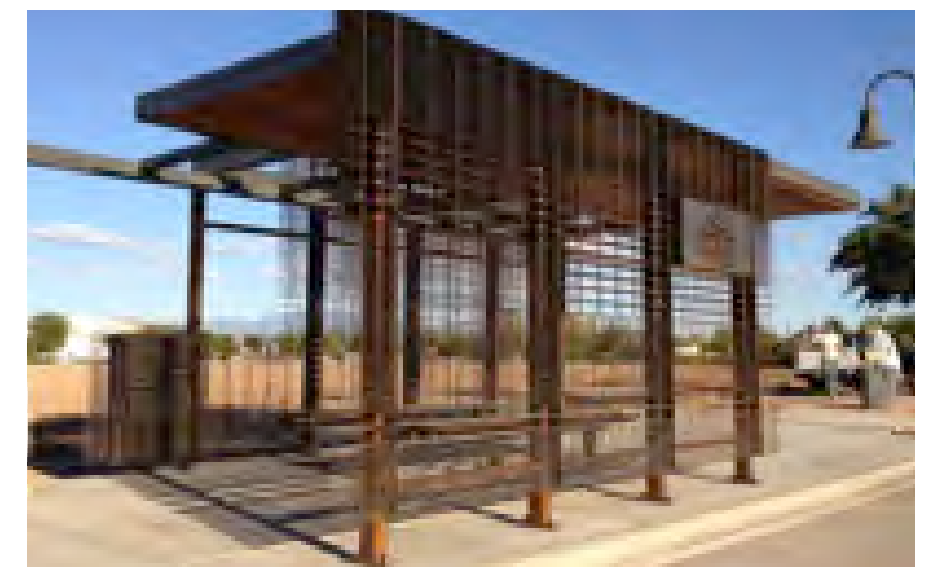
### MOBILITY - PUBLIC TRANSIT

The transit strategy helps to facilitate the longer term Master Plan, as well as resolve existing operational issues in the very short term. Specific short-term Tiger Trail route realignment and service recommendations are located in the Short-Term Transit Recommendations technical analysis memo (see Appendix.)

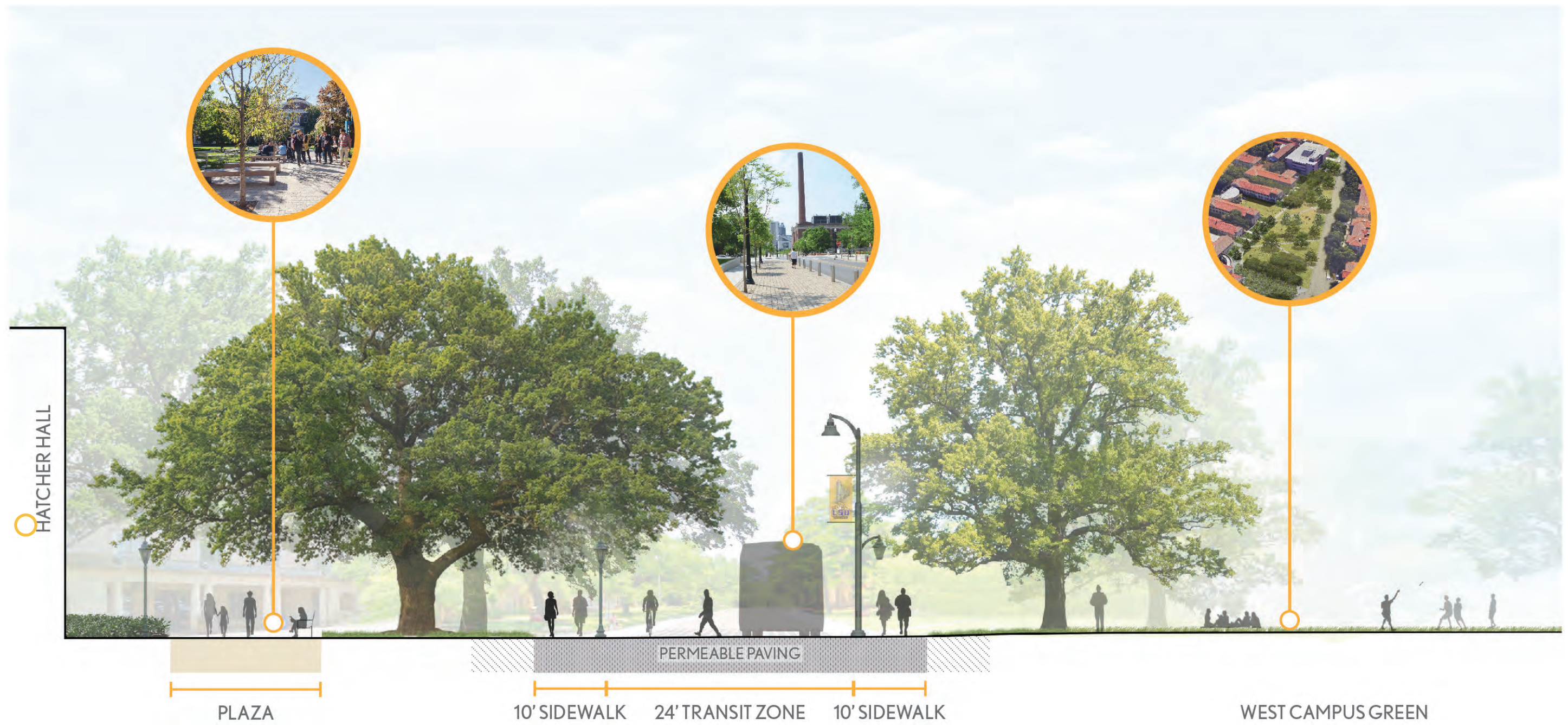
The framework behind the long-term transit recommendations is based on the following principles:

- The Master Plan presents an opportunity to comprehensively rethink Tiger Trails as part of parking demand reduction strategy and means of realizing a greener, denser campus with fewer surface lots.
- Provide more direct Lakefront service, reducing the appeal of driving between the campus core and the fraternities, sororities and new Rec Center.
- Provide more robust off-campus service creating a viable alternative to driving for the growing off-campus population
- In the immediate term, reconfiguring the existing shuttle system services can be a cost-neutral strategy to provide better service to off-campus housing .
- Adjustments to on-campus routes can also help to reduce intra-campus trips by car between more remote campus facilities and the core of campus.
- Paired with restructured parking pricing, shuttle services can also help to support a remote parking strategy, reducing pressure to provide parking near the core
- A robust east-west service will make currently underutilized lots at the levee more appealing for remote parking.

- Opportunities to dedicate roadways for transit only will help improve travel times and provide an appealing and viable alternative to driving.



STATE-OF-THE-ART CAMPUS BUS SHELTERS&TECHNOLOGY



TRANSIT SPINE SECTION



## TRANSIT ROUTES

### *North-South*

- The North-South transit route serves residential areas south of campus in a transit only corridor.
- This corridor is intended to provide high quality and frequent transit service for students, faculty, and staff from off-campus housing and destinations, remote parking south of South Quad Drive, and through the new South Academic and Research District.
- The commuter shuttle will serve the core of campus at a dedicated turnaround and layover at the Student Union .

### *East-West*

- The East-West transit route serves existing remote parking west of Nicholson Boulevard, including a new dedicated bus stop and turnaround.
- The bus stop would be equipped with shelter, lighting, security, real-time bus information, TramLink information, bike share and proximity to car share.
- Lakefront housing, the new Recreation Center, and a new garage would be served on the east side of campus.

## ON-CAMPUS CIRCULATION

### *North Loop*

- This proposed circulator provides more efficient service between intra-campus locations including Nicholson Gateway.
- Direct access will be provided to on-campus housing surrounding the campus core and provide direct front-door service to campus buildings, services, and destinations around the Historic Quad.

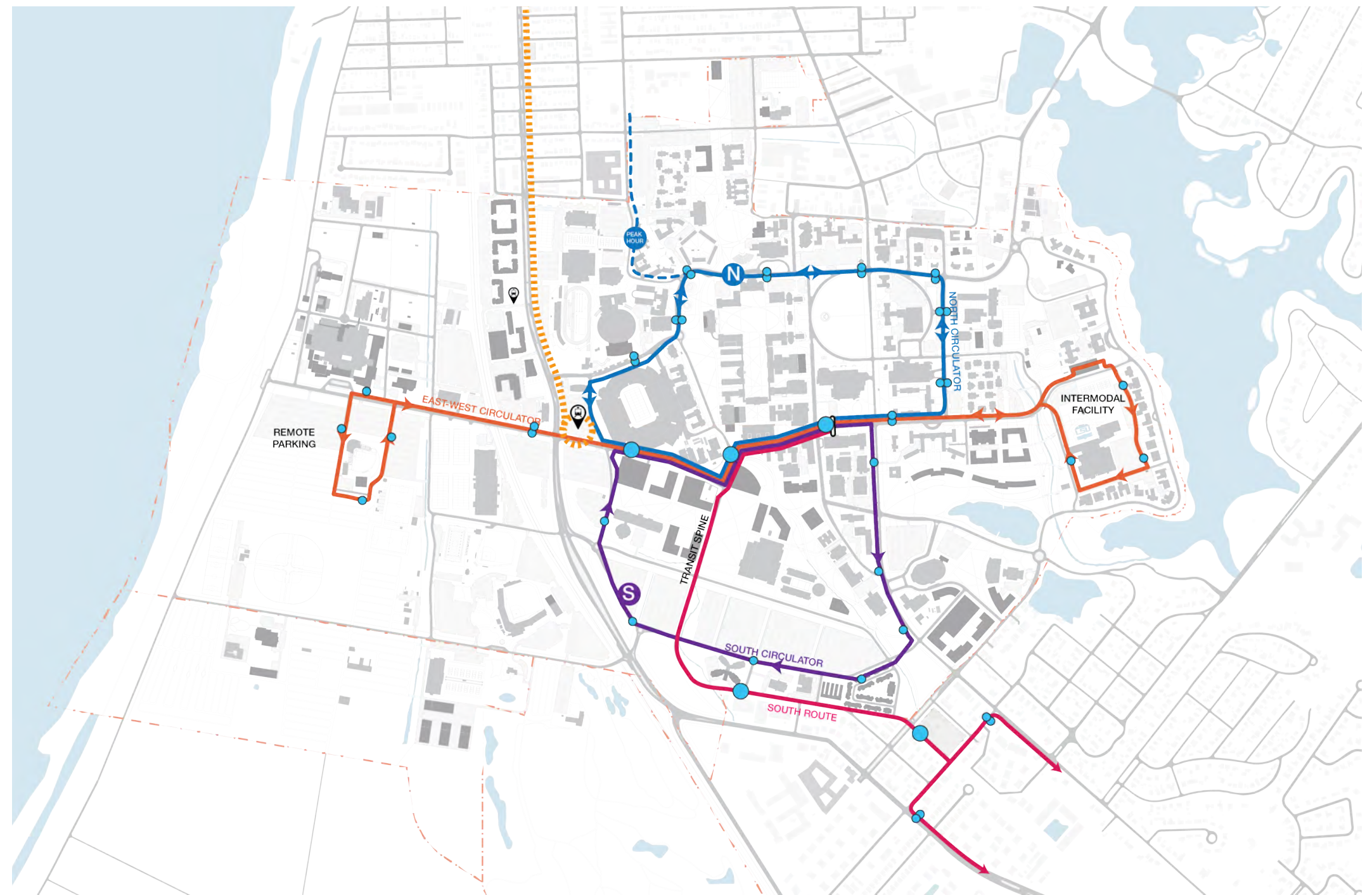
### *South Loop*

- This efficient and shorter loop provides dedicated service from the southern parking lots to the core of campus.

## SHORT-TERM TRANSIT RECOMMENDATIONS

In the immediate-term, the following recommendations can help improve ridership and reduce demand for driving. More detail is provided in the Short-Term Transit Recommendation memo (see Appendix.)

- Improve the branding of the Purple, Gold, and Purple Union routes to clarify how these three routes operate together but differently may help new users understand the system quicker and make the system more legible overall
- Bi-Directional Service: Routes should be reconfigured to provide bi-directional service, making off-campus service easier to use and understand
- The Garden District could be served more effectively by breaking the route into two bi-directional routes: One route should provide bi-directional service between campus and the Garden District neighborhood
- Service to shopping destinations on Perkins Road could be discontinued due to low ridership productivity
- Bi-directional Service could be provided between campus and Perkins Street via Stanford Street



**Legend**

- East West Circulator
- North Circulator
- South Circulator
- South Route Transit
- BR Tram
- BR Tram Station

LONG-TERM CAMPUS TRANSIT



## 4.3 COMPONENT PLAN

# MOBILITY - CIRCULATION AND STREET NETWORK

The proposed circulation and street network improves safety, reduces conflicts between cars, bikes and people on foot, and defines a clear hierarchy that comprises: a pedestrian core, two transit spines, a bike and pedestrian spine connecting the core of campus to the periphery, and parking pushed to the perimeter of campus. This is accomplished through these key principles:

### REMOVE PRIVATE VEHICLES FROM THE CAMPUS CORE:

Private vehicles are restricted from the core (with the exception of ADA parking on Dalrymple Drive, Highland Road, S Campus Drive, and Fieldhouse Lane and during game day and special events) in order to create a safe, accessible, and comfortable pedestrian environment, removing today's core conflicts.

### ESTABLISH A CORE WALKING ZONE:

Walking is the predominant means of travel in the campus core, and the infrastructure should reflect that. Campus transit, pedestrians, bicycles and service vehicles will operate slowly and share many routes in the core.

### CREATE A VISIBLE AND CONNECTED BICYCLE NETWORK:

Dedicated bike lanes are needed across campus to provide safe accommodation and a visual reminder that bikes are an integral part of campus travel. Off-campus facilities such as bike share and local and regional dedicated bike lanes should provide connections between higher concentrations of housing and campus.

### PROVIDE DEDICATED TRANSIT ROADWAYS INTO THE CORE:

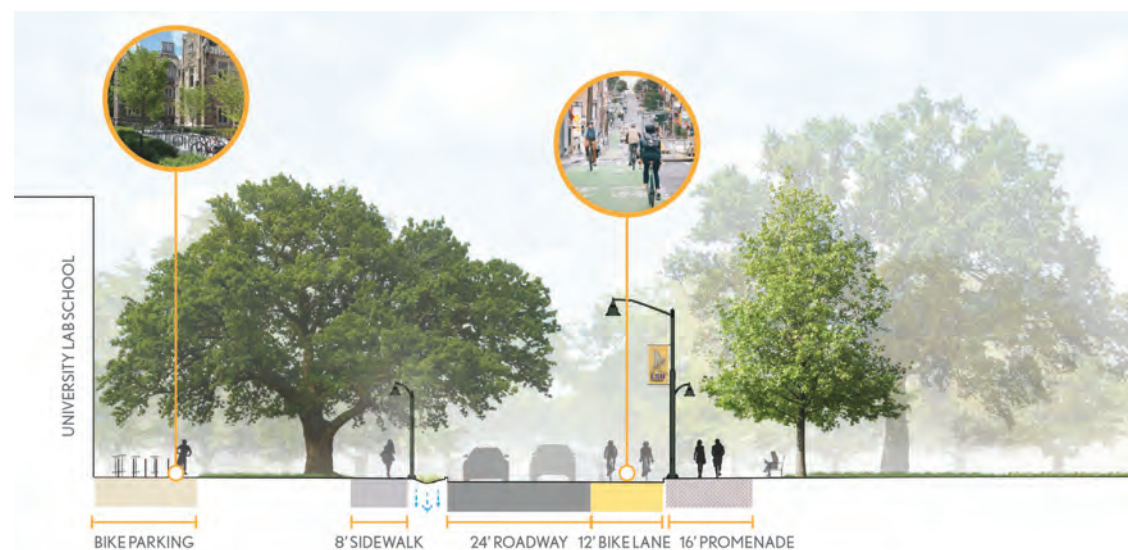
New north-south and east-west transit spines will provide prominent,

frequent service, attracting riders while providing maximum convenience for riders. Spines provide direct connections to remote parking, on-campus destinations, and gateways to off-campus housing.

### PENETRATE BARRIERS ALONG CAMPUS EDGES:

New walking and biking connections connect growing off-campus housing options to reduce on-campus parking need. Improved pedestrian signalization is coupled with vehicle signal improvements to reduce congestion.

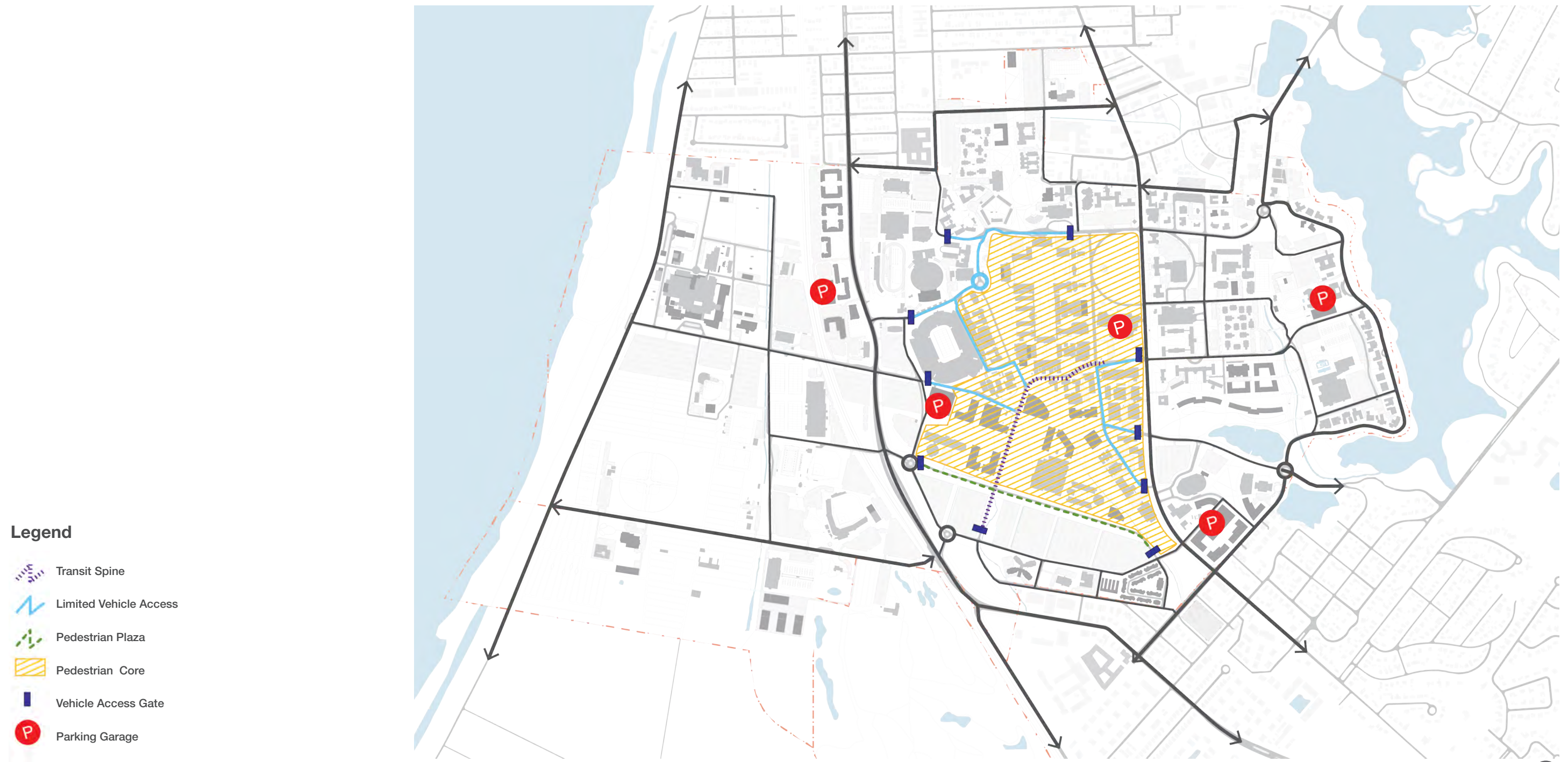
**IMPROVE REGIONAL CONNECTIONS:** A campus that is better-connected to the region by car, transit, and biking will better serve staff, students and faculty.



TYPICAL SECONDARY ROUTE SECTION - PROPOSED



HIGHLAND ROAD SECTION - PROPOSED



CAMPUS CIRCULATION AND STREET NETWORK



### 4.3 COMPONENT PLAN

## MOBILITY - PARKING

The following provides a phased approach to parking that ultimately achieves the Master Plan vision for a car-free core and development of the new South Academic and Research District by incentivizing remote parking.

#### SHORT TERM

In the short term, a tiered parking pricing program is recommended including a premium zone in the core, secondary zone, tertiary zone and a remote zone located west of Nicholson Boulevard. Pricing is tailored to reflect existing levels of demand and recognizes the desirability of parking in the core. Pricing sets the stage to remove parking from the core in the long-term (with the exception of ADA parking on Dalrymple Drive, Highland Road, S Campus Drive, and Fieldhouse Lane)

#### MEDIUM TERM

In the medium-term, the core car-free zone is implemented. The premium zone is bumped out to the location of the former secondary zone, and the secondary zone is mapped on the former tertiary zone. The tertiary zone is eliminated, and the secondary zone is shifted over toward Highland Road.

#### LONG TERM - MASTER PLAN

The long-term parking plan includes a car-free, core zone, premium, secondary, tertiary, remote zones; includes new garages when buildings displace more surface lots. Cheaper parking is available in all areas of campus (the existing garage can be priced more cheaply to increase its use). Permits for higher-priced high-demand areas close to the core are sold to faculty and staff first, then students

#### PARKING PHASING

Parking ratios remain high, even after parking is removed from the core



SHORT TERM PARKING ZONES



MEDIUM TERM PARKING ZONES

Phase	Existing Parking Spaces	Total LSU Population	Parking to Remove	Total	Spaces per Affiliate
Existing	28,300	37,700	--	28,300	0.75
Interim	28,300	37,700	1,600	26,800	0.71
Master Plan	28,300	37,700	3,600	23,200	0.61

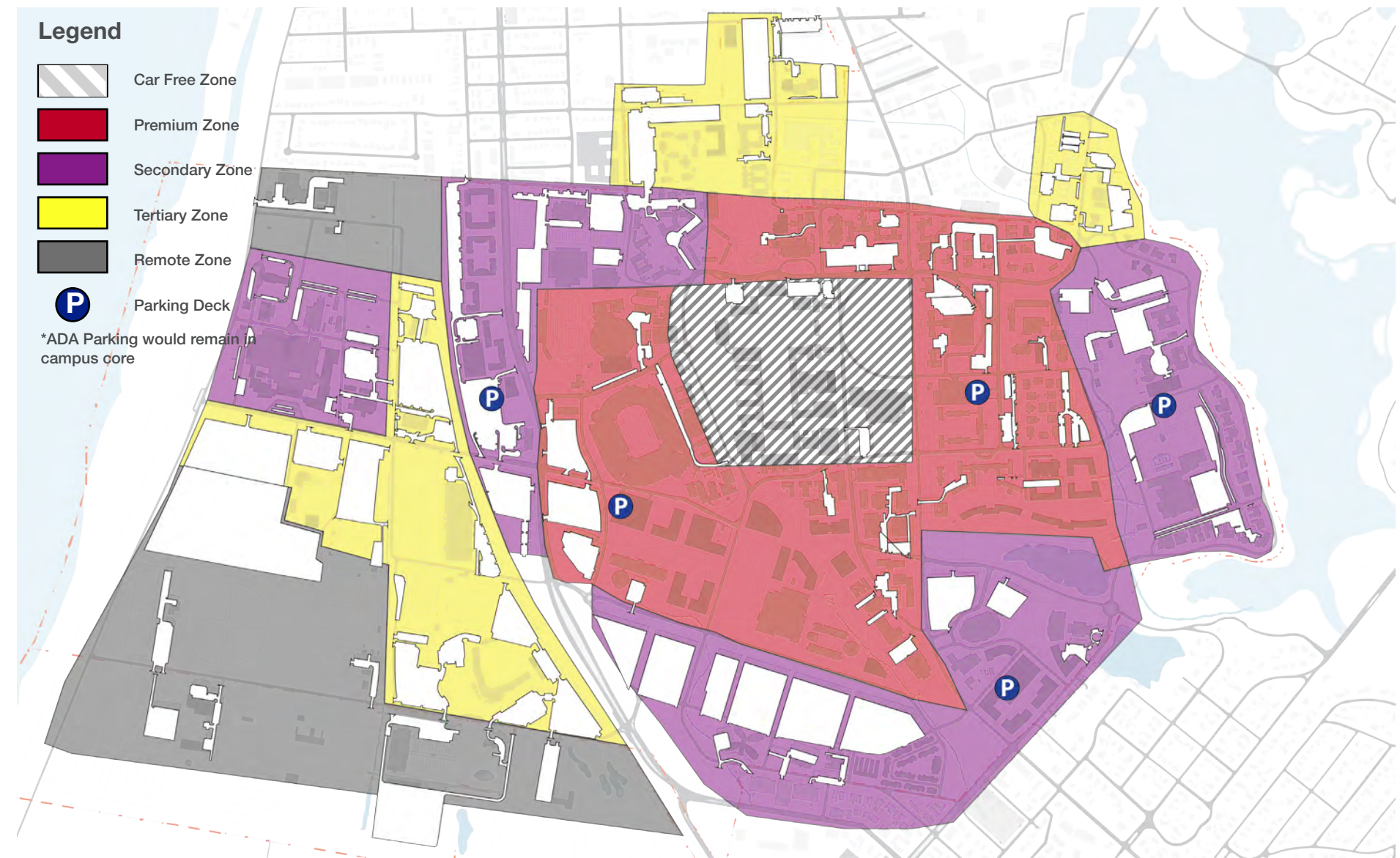
PARKING PHASING

### ZONAL/ TIERED PRICING

By restructuring the permit program and pricing to respond to demand and reward those who take the time to park remotely and walk or ride a bus to the center of campus, parking availability closest to the core will increase.

- **Premium Zone:** Permit holders would pay the highest rate to park close to the campus core. Faculty and staff members should be offered these permits before selling to other affiliates.
- **Secondary Zone:** Permit holders would pay a moderate rate to park in facilities located on the periphery of the campus core.
- **Tertiary Zone:** Permit holders can pay much less than other tiers to park in more remote lots, with longer walks or shuttles connected to the campus core.
- **Remote Zone:** Parking is at the lowest price possible in the most remote lots with shuttle services commuting to the campus core.

Restructuring the permit program is expected to maintain or increase current permit program revenues; however, the intended results of the new structure are to increase parking availability and offer users a choice in price and location. Permit rates and overall ratios should be adjusted on a semester basis to reflect observed parking demand.



MASTER PLAN PARKING PERMIT ZONES

## HISTORIC CORE GAME DAY PARKING SCENARIO STUDY

LSU is a major regional and statewide draw for events, particularly football games. Seven times a year the campus swells with over a hundred thousand visitors and fans, many of whom arrive the day before the game to tailgate and celebrate the school's football tradition.

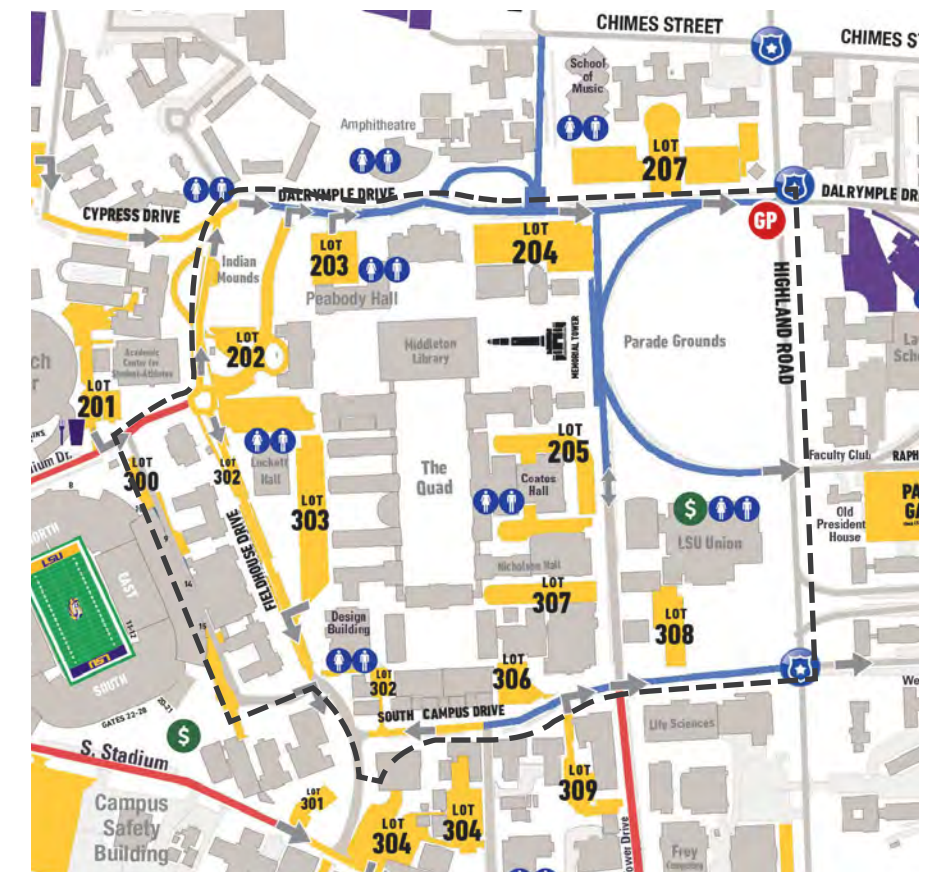
The Master Plan parking strategy seeks to support and enhance the amenities offered to the visitors and fans, by improving parking areas, providing more space for tailgating and adding shade trees. While the recommendations for the campus historic core removes parking lots and private vehicle access, the Master Plan team worked closely with LSU Athletics to ensure that tailgaters, season ticket holders and others can continue to access the campus core during game day.

This is accomplished through the following strategies:

- Replacing the majority of existing core campus lots with flexible plaza space

- Flexible plaza areas can be used for parking during game day and special events as needed, but will otherwise be restricted to private vehicles
- Total game day supply in the campus core can be modestly increased to a total of approximately 1,500 spaces; and potentially more if the new West Campus Green is also parked
- During regular academic days access to flexible plaza areas will be restricted to minimize pedestrian and vehicular conflicts
- Areas traditionally used for tailgating, such as the lots south of South Quad Drive, will be expanded and enhanced for tailgating

Similar schemes have been successfully implemented at a number of first division football schools that balance needs for a safer, greener campus core while also celebrating the tailgating, camping traditions of game day football. Similar improvements to the game day experience, and removal of daily parking areas, will occur in limited areas outside of the core as well.



FLEXIBLE PLAZA SPACE ON NORMAL DAY

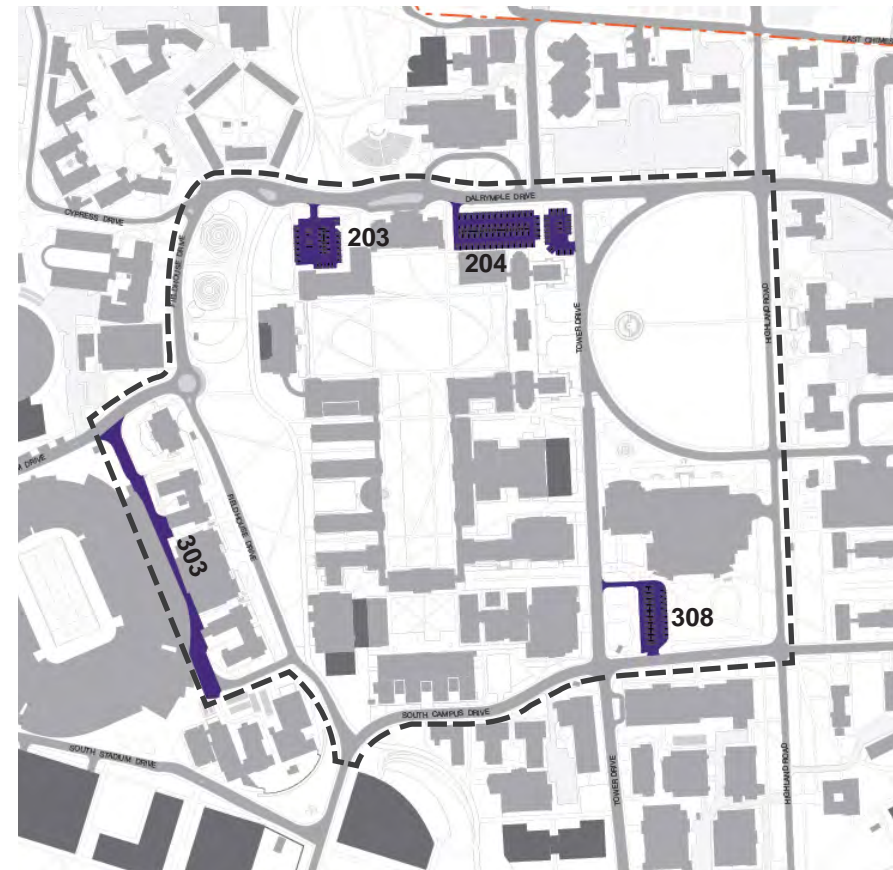


FLEXIBLE PLAZA SPACE ON GAME DAY

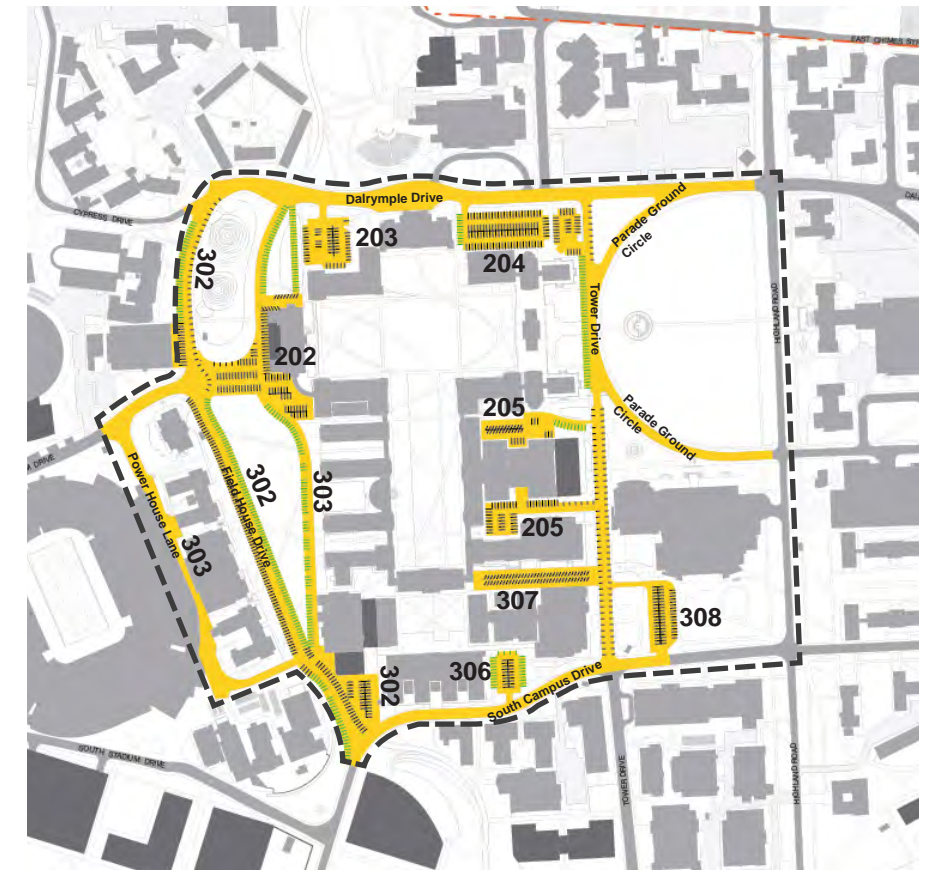
EXISTING CAMPUS CORE GAME DAY PARKING CAPACITY	
LOT NUMBER	# OF SPACES
202	212
203	67
204	174
205	125
300	124
302	114
303	148
306	49
307	82
308	57
Dalrymple Drive	65
Tower Drive	47
Raphael Semmes Road	112
South Campus Drive	51
<b>Total in Core</b>	<b>1427</b>

EXISTING CAMPUS CORE PARKING CAPACITY (GAME DAY)

### Proposed Parking Capacity (Normal Day)



### Proposed Parking Capacity (Game Day)



#### Legend

- Normal Day Parking Space
- Game Day Parking Space
- Parking Space on Hard Space
- Parking Space on Soft Surface
- Study Boundary

PROPOSED CAMPUS CORE NORMAL DAY PARKING CAPACITY	
LOT NUMBER	# OF SPACES
202	0
<b>203</b>	<b>58</b>
<b>204</b>	<b>142</b>
205	0
<b>300</b>	<b>124</b>
302	0
303	0
306	0
307	0
<b>308</b>	<b>54</b>
Dalrymple Drive	0
Tower Drive	0
Raphael Semmes Road	0
South Campus Drive	0
<b>Total in Core</b>	<b>378</b>

PROPOSED CAMPUS CORE PARKING CAPACITY (NORMAL DAY)

PROPOSED CAMPUS CORE GAME DAY PARKING CAPACITY	
LOT NUMBER	# OF SPACES
202	162
<b>203</b>	<b>58</b>
<b>204</b>	<b>152</b>
205	89
<b>300</b>	<b>124</b>
302	350
303	61
306	41
307	67
<b>308</b>	<b>54</b>
Dalrymple Drive	65
Tower Drive	133
Raphael Semmes Road	112
South Campus Drive	51
<b>Total in Core</b>	<b>1519</b>

PROPOSED CAMPUS CORE PARKING CAPACITY (GAME DAY)



## 4.3 COMPONENT PLAN

# MOBILITY - PEDESTRIAN CIRCULATION AND SAFETY

The following Master Plan recommendations are aimed to improve pedestrian circulation and safety:

### ESTABLISH HIERARCHY

- Emphasize a system of major pedestrian routes supported by a secondary & tertiary network that connects across the campus, providing safe and clear paths for students and visitors to major campus destinations.

### A CAR-FREE, WALKING CORE CAMPUS

- Remove cars and parking within the campus core in phases to reinforce pedestrian priority.

### A HIGHLAND/CHIMES WALKING/BIKING HIGHWAY

- A fully dedicated and signed pathway for pedestrian and bicyclists from the Highland Gate, connecting to the south parking lots, the new library, the South Academic and Research District, student housing, and the Old South Baton Rouge neighborhood.

### EAST WEST WALKING ROUTES

- New, east-west walking paths and bridges over the Corporation Canal will serve the UREC, new residence halls proposed at the former greenhouses and the campus core.

### CAMPUS EDGE WALKING CONDITIONS

- Gourrier, Skip Bertman and Nicholson Boulevard crossings improvement with improved lighting and shade trees.

### COLLABORATION WITH THE CITY

- On-going University collaboration with the City Parish at the campus edges and beyond can serve both parties' goals of increasing safe travel.
- Opportunities for low-cost improvements should be explored such as re-timing key intersections for better pedestrian levels of service and more efficient vehicle flow

Long term roadway improvements can resolve historic traffic problems while creating new walking, biking and transit-only corridors.

### FIELDHOUSE DRIVE PEDESTRIAN IMPROVEMENTS



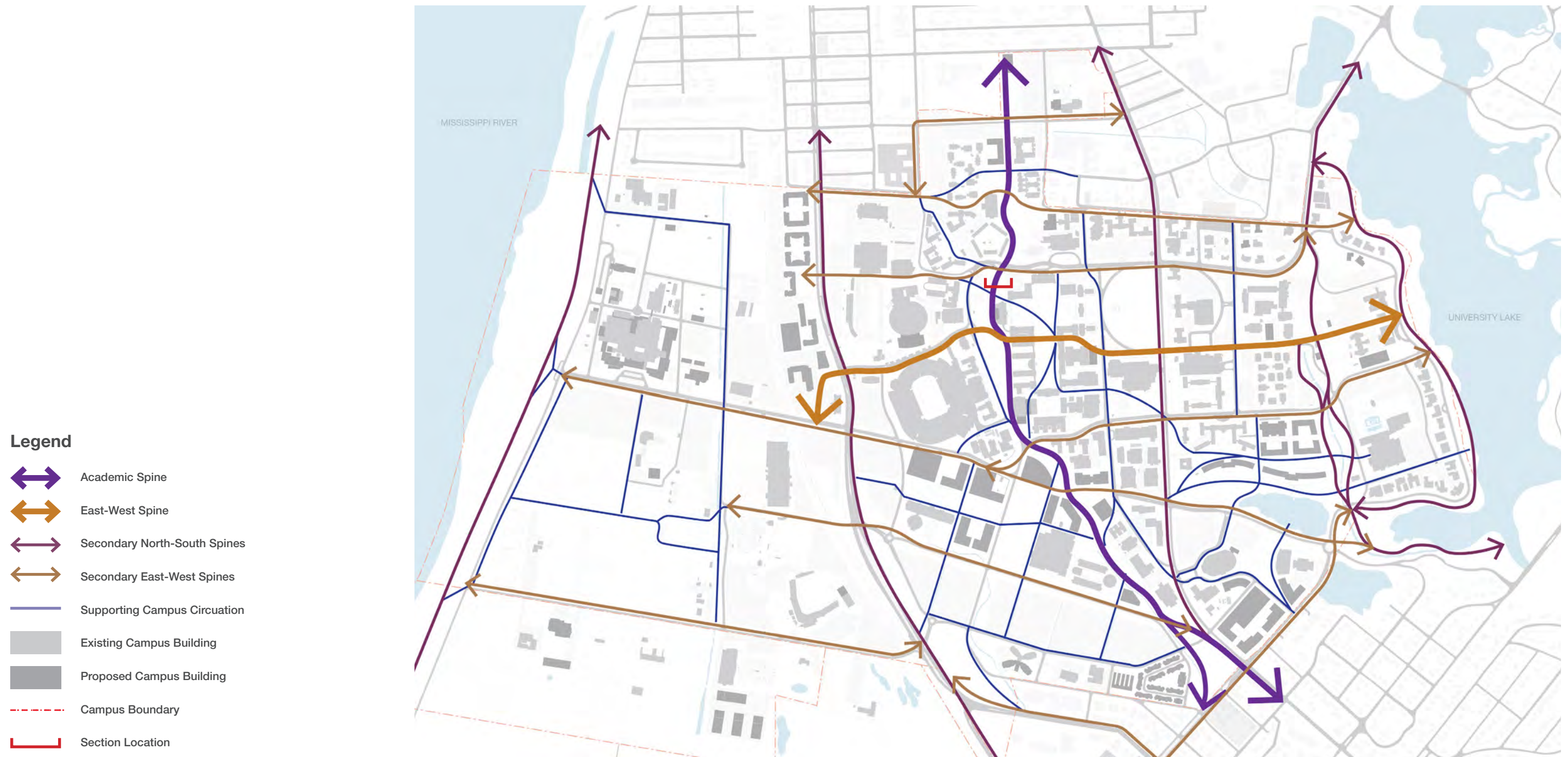
BEFORE



AFTER



ACADEMIC SPINE AT INDIAN MOUNDS SECTION-PROPOSED



CAMPUS PEDESTRIAN NETWORK



## 4.3 COMPONENT PLAN

# MOBILITY - BICYCLE CIRCULATION

The following Master Plan recommendations are aimed to improve the bicycle circulation network and infrastructure.

### BICYCLE PARKING

- Short- and long-term bicycle parking that is weather protected and provides security.
- The presence of parking in centralized locations is ideal in and around campus, such as the Student Union.

### BATON ROUGE BIKE SHARE

- The University should work closely with the Baton Rouge Bike Share to expand the bike-sharing program that is convenient and cheap.

### ON-CAMPUS SEPARATION

- Providing dedicated bike facilities on campus will help to delineate and prevent conflicts with other modes.
- Within the core, on-street parking should be repurposed for bike lanes.
- A double sided cycle track should be designed along Fieldhouse Drive.
- Bike lanes will be included the road diet design for Skip Bertman Drive and along Highland Drive.

### REGIONAL CONNECTIONS

- The University should coordinate with the City Parish to improve bicycle connections to the Levee pathway, the multi-use path along Dalrymple, and facilities along Highland Road.

## SOUTH CAMPUS DRIVE BIKE LANE RECONFIGURATION



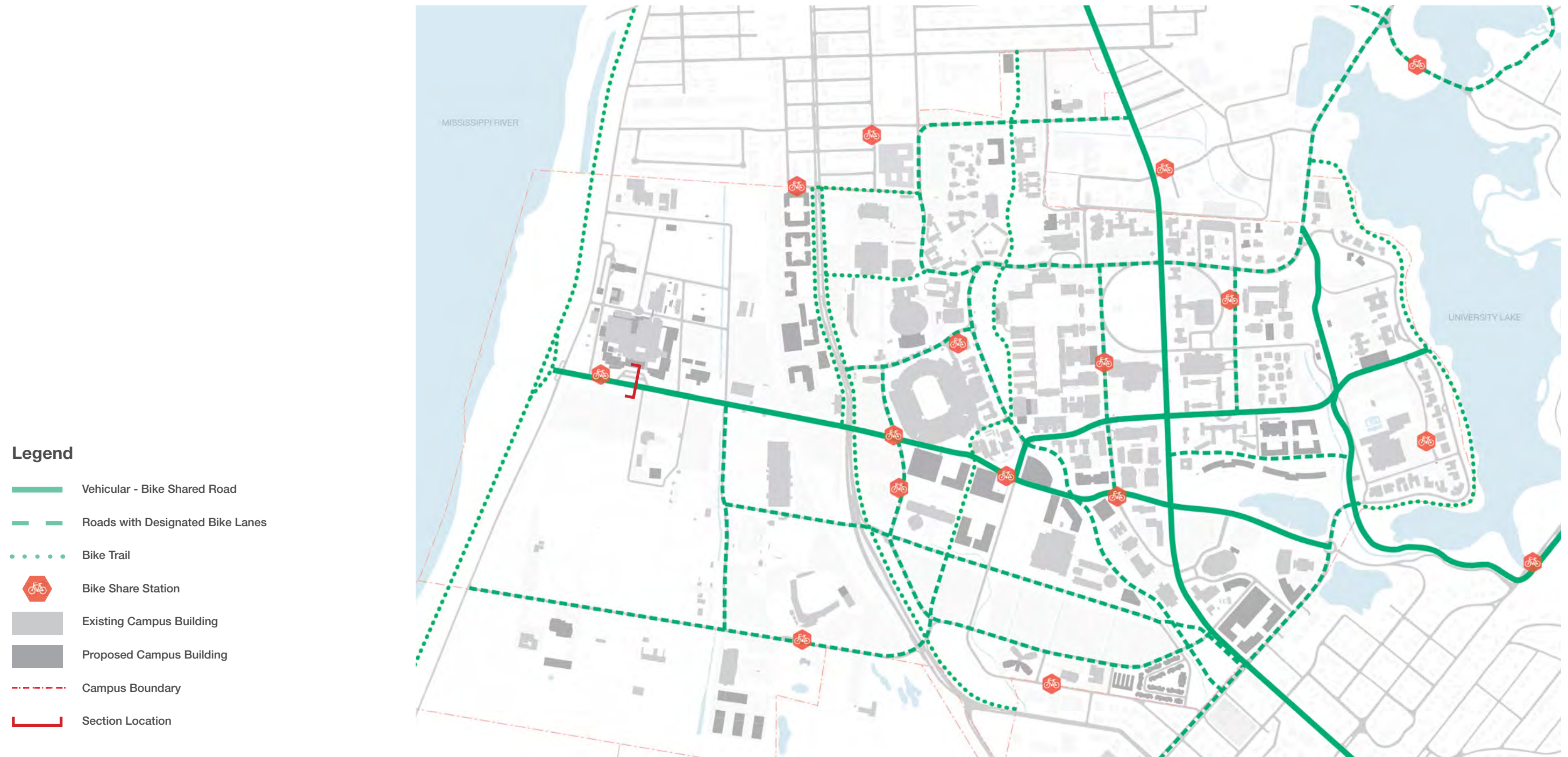
BEFORE



AFTER



SKIP BERTMAN DRIVE SECTION - PROPOSED



PROPOSED BIKE NETWORK



### 4.3 COMPONENT PLAN

## LANDSCAPE - OPEN SPACE NETWORK

In order to create a fully integrated and comprehensive open space network that supports both pedestrians and bikes, it is essential to establish clear and safe connections between existing open spaces and new ones. Providing shaded walks and large flexible open spaces that support a variety of activities and programming, and removing daily parking from the core will produce an open space network that functions at a range of scales. The way landscape spaces are designed, planted, paved, and furnished is guided by the Design Principles set forth within the Design Guidelines document, as well as the Landscape Design Standards document, supplementary to the Campus Master Plan.”

#### GOALS

- Integrate shade, stormwater, and pedestrian and bike amenities into main circulation routes and outdoor spaces.
- Provide more flexible open space and connect existing spaces through a series of pedestrian circulation spines.
- Use streets and interstitial spaces to further establish and connect the open space network.
- Establish West Campus Green as a significant flexible open space in the core of campus.
- Establish a new South Quad and new Academic Grove that are scaled to future building expansion.
- Create beautiful and functional parking lots that are integrated into the campus canopy and circulation network.
- Design spaces that function for everyday use, as well as large gatherings and events.



ACADEMIC SPINE SOUTH SECTION - PROPOSED



SHADED CAMPUS PEDESTRIAN PATHS



CAMPUS OPEN SPACE NETWORK



## OPEN SPACE CHARACTER

### NORTH-SOUTH SPINES

The Master Plan proposes a series of north-south spines that serve as major circulation routes through campus, connecting multiple destinations, whether they are open spaces, student housing, or academic buildings. They support both pedestrian and bike movement supported with furnishings and amenities located along the way, making them comfortable as both circulation and open spaces. For example, the Academic Spine links together primary academic destinations and open spaces, like the new West Campus Green, library terrace, and renovated canal, along the upland of the campus. The Student Life (Corporation Canal) Spine includes a newly renovated Corporation Canal to include recreational components, tying together student housing, UREC and sports fields, as well as the campus lakes.

### GOALS

- Link together major open spaces and landscape features on campus.
- Provide shade between destinations.
- Locate new flexible open spaces along major spines.
- Provide furnishings and amenities, like seating, lighting, and bike parking.



SPINES



PEDESTRIAN PROMENADE WITH AMENITIES



SHADED CAMPUS PROMENADE



STORMWATER MANAGEMENT INTEGRAL TO CAMPUS OPEN SPACES

**QUADS AND GREENS**

On campus, formal open greens and quadrangles serve as an organizing feature that consist of buildings arranged around a central open space. The Historic Quad on campus sits within the original academic buildings, serving as a place that fosters engagement and interaction between the campus community. Replication of the character of this iconic space on campus should not be attempted, but rather the principles of the space can be applied to other areas on campus. The new south area of the campus will see additional academic and research facilities in the future; the proposed South Quad and Academic Grove unites new buildings and integrates existing buildings that currently feel detached from the rest of campus.

**GOALS**

- Let a simple landscape palette of lawn and canopy trees serve as a unifying element.
- Use canopy and vegetation to frame views of architecture.
- Appropriately scale space and vegetation to match the scale of surrounding buildings.
- Provide circulation around and through the space, leading to desired destinations.



CAMPUS QUADS AND GREENS



LSU'S HISTORIC QUAD



GATHERING SPACE AT EDGE OF CAMPUS GREEN



### INTERSTITIAL SPACES

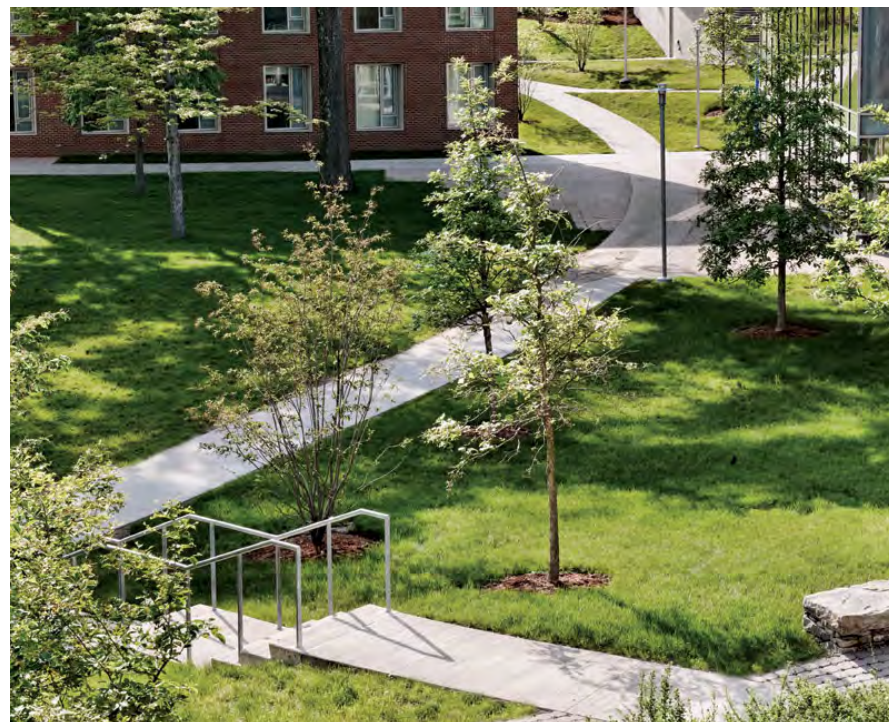
Interstitial spaces, while smaller in scale, are not insignificant in their contributions to completing the open space network on campus. These spaces support the connectivity of the overall open space and circulation network and serve a range of functions including: providing shade and quieter gathering space for smaller groups and individuals, pedestrian, bike, and vehicular circulation, and integrated stormwater management. Often the spaces that visitors first come in contact with when approaching campus, elements of interstitial space can denote campus space through vegetation and wayfinding elements.

### GOALS

- Extend the open space network to the edges of campus.
- Provide shade along circulation routes.
- Integrate stormwater management techniques to slow runoff.



INTERSTITIAL SPACES



SHADED SPACES ALONG SECONDARY PEDESTRIAN ROUTES



INTEGRATED BUILDINGS AND OPEN SPACES



GATHERING SPACE FOR SMALLER GROUPS

**PARKING LOTS**

Parking is a necessary component in the sequence of how people arrive and move into campus. It should be located and configured for efficiency, shade, and sensitivity to its surroundings. Large surface commuter lots can be better integrated into the campus fabric through the introduction of consistent canopy cover. This approach creates a comfortable environment for day-to-day use, as well as tailgating and other larger events.

**GOALS**

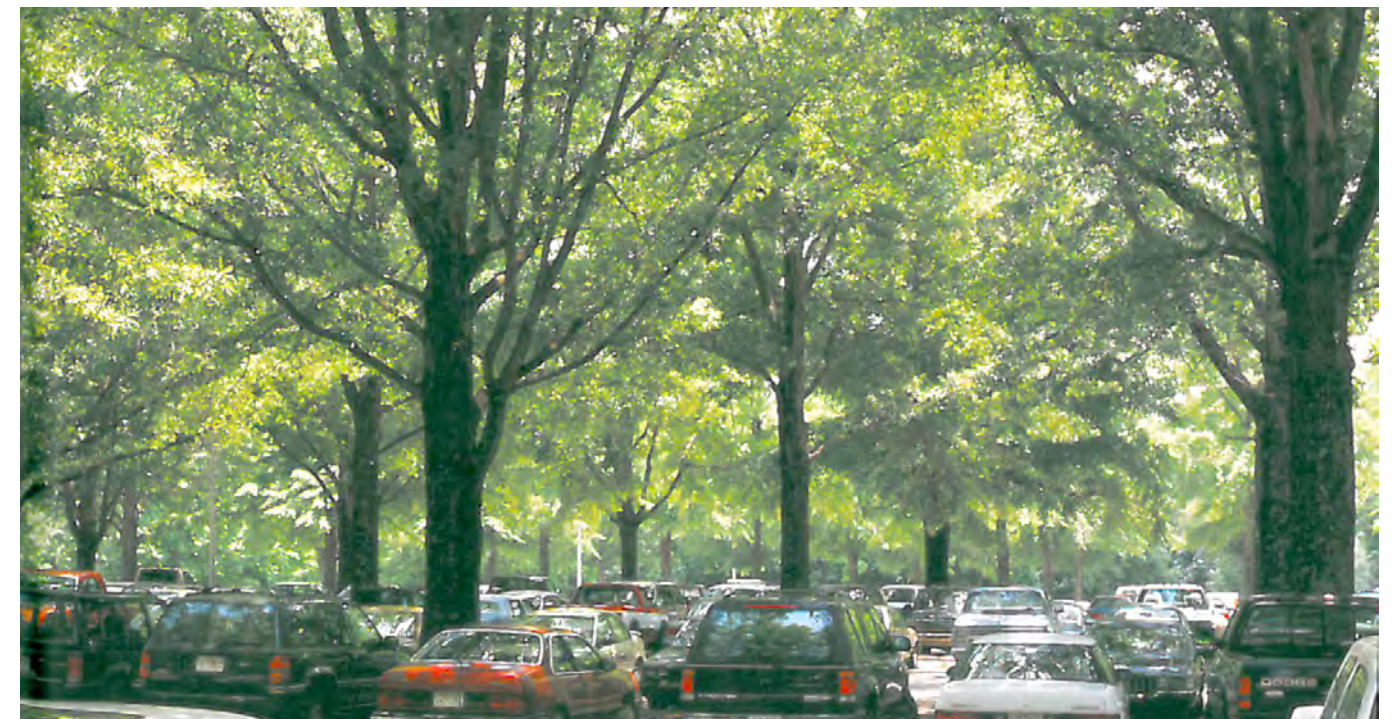
- Reconfigure parking for most efficient circulation and use.
- Extend campus tree canopy into lots to integrate parking into the campus fabric.
- Use a variety of canopy trees to increase diversity in the canopy.
- Integrate stormwater management techniques to slow and store runoff.



PARKING LOTS



CANOPY USED TO KNIT PARKING INTO SURROUNDINGS



SHADED PARKING LOTS

## 4.3 COMPONENT PLAN

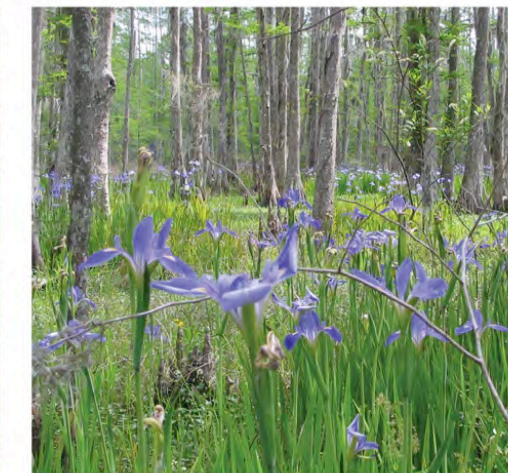
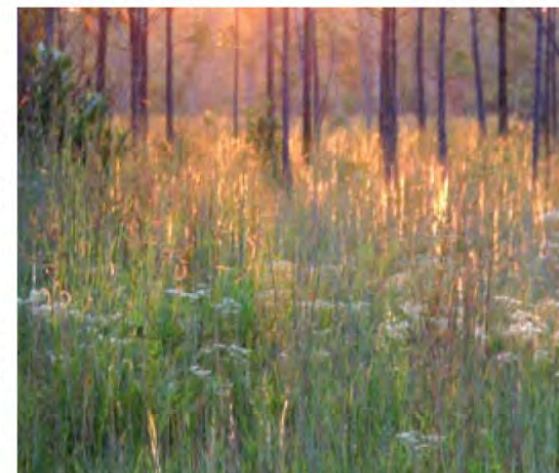
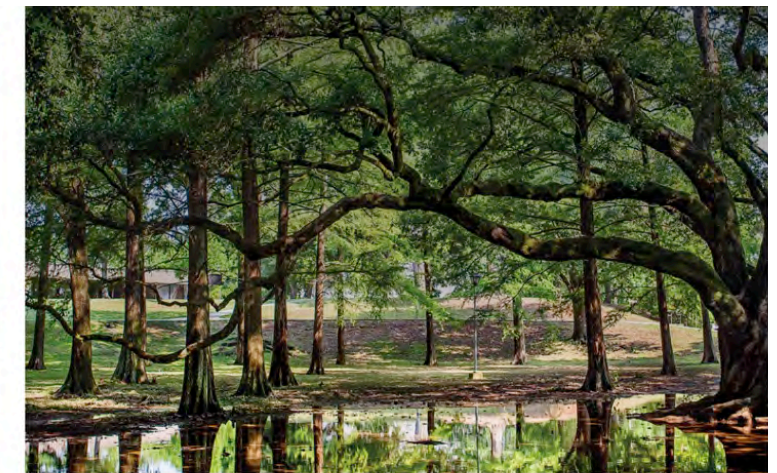
# LANDSCAPE - VEGETATION SYSTEM

Vegetation should thoughtfully define and frame flexible open space, mediate building scale, and provide shade, all with topographical context and maintenance requirements in mind. Together, material consistency and circulation hierarchy can establish a connective and clear network that respects distinct districts without compromising master plan framework systems. A diverse, native and adapted plant palette combined with multiple stormwater management tactics at a

range of scales will increase the resilience and sustainability of the campus landscape.











### GOALS

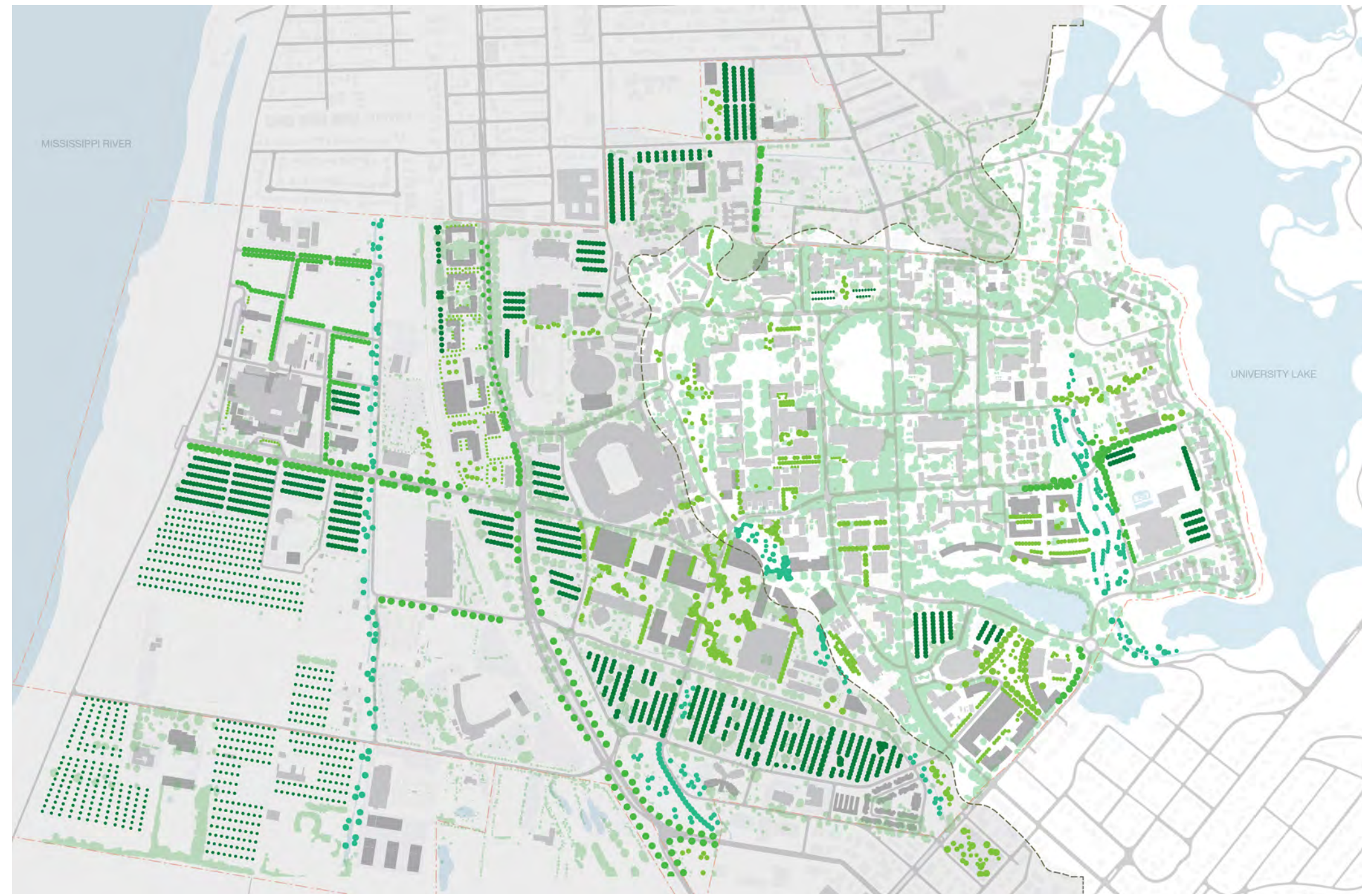
- Provide canopy trees for shade, on all major circulation routes.
- Use plants to shape and define open space and mediate building scale.
- Preserve heritage trees.
- Increase diversity in plant materials.
- Establish native plant palettes and vegetation character based on context, topography, and soil conditions.
- Use canopy to stitch surface parking into the campus fabric and break up large expanses of asphalt, concrete, and limestone.



NATIVE AND ADAPTIVE PLANT PALETTES THAT RANGE IN CHARACTER AND ARE APPROPRIATE TO CAMPUS CONTEXT

**Legend**

-  Upland
-  Lowland
-  Existing Campus Canopy
-  Proposed Street Trees
-  Proposed Parking Lot Forest
-  Proposed Lowland Canopy
-  Proposed Campus Canopy
-  Existing Campus Building
-  Proposed Campus Building
-  Campus Boundary



PROPOSED CAMPUS TREE CANOPY



### 4.3 COMPONENT PLAN

## HISTORIC CORE AND OPEN SPACES

The historic core today is the result of accretion of incremental insertions into the space over the last 90+ years. While it is important to evolve to support new program and buildings, the landscape of the core has lost its reading and strength due to an overcomplicated palette of materials and functions. In order to restore its original form, parking, infrastructure, and service related elements need to be removed. Long-term relocation of Middleton Library and Lockett Hall in new facilities will reestablish the cruciform shape to the Historic Quad and open the opportunity for a new flexible space in the core of campus, the new West Campus Green. Simplifying the vegetation and material approaches will provide consistency and clarity that will stitch spaces together where necessary and will increase flexibility to support new programming and activities.

#### GOALS

- Simplify the plant and material palette.
- Remove parking and service infrastructure; Relocate Middleton Library and Lockett Hall.
- Establish circulation hierarchy that emphasizes the pedestrian.
- Stitch together adjacent campus spaces and reinforce the bluff as an edge.
- Design for flexibility, programming, and activity at a range of scales.
- Introduce a new flexible open space: the “West Campus Green”.

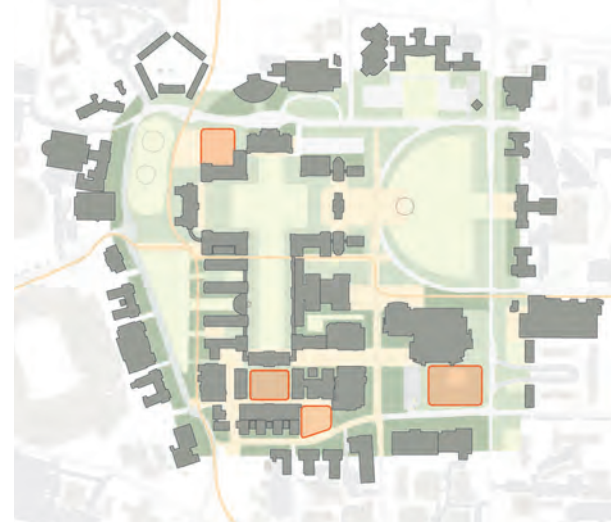


CONCEPTUAL APPROACH TO THE HISTORIC CORE

X-SMALL & SMALL SPACES



MEDIUM SPACES



LARGE & X-LARGE SPACES



EXTRA SMALL [1-2 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- JOGGING
- CIRCULATION
- OUTDOOR DINING

SMALL [2-4 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT

MEDIUM [5-9 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- RECRUITMENT / TOUR
- ART EXHIBIT
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT
- CULTURAL LANDMARK
- OUTDOOR CLASSROOM
- TAILGATING

LARGE [10-19 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- RECRUITMENT / TOUR
- ART EXHIBIT
- PARKING
- EDUCATION
- BUS STOP
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT
- CULTURAL LANDMARK
- OUTDOOR CLASSROOM
- TAILGATING
- RECREATION - HEAVY
- FREE SPEECH ALLEY

EXTRA LARGE [20+ PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- RECRUITMENT / TOUR
- ART EXHIBIT
- PARKING
- EDUCATION
- BUS STOP
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT
- CULTURAL LANDMARK
- OUTDOOR CLASSROOM
- TAILGATING
- RECREATION - HEAVY
- FREE SPEECH ALLEY

QUAD PROGRAM









Existing Core Character



Proposed Core Character



**Legend**

-  Understory Planting
-  Shaded Gathering
-  Open Lawn
-  Open Plaza / Paving
-  Parking
-  Core Building
-  Campus Building
-  Major Core Circulation Pedestrian Routes

#### 4.3 COMPONENT PLAN

## STORMWATER MANAGEMENT

The larger stormwater strategy for the campus is broken down into three practices that create a more resilient approach to on-site stormwater: slowing, storing and draining. These approaches aim to minimize impacts to existing drainage networks and improve the overall conditions of the watershed and the associated floodplain: Slow water by re-directing it away from pipe networks and into infiltration zones, store water on-site in areas designed to flood in controlled ways, and drain the campus after storm events via natural drainage corridors. By aligning conveyance, storage, and water quality nodes along greenways, blueways, and transportation corridors, stormwater infrastructure is reduced, stormwater runoff water quality is improved, user experience is enhanced and natural habitat corridors are extended.

### SLOW

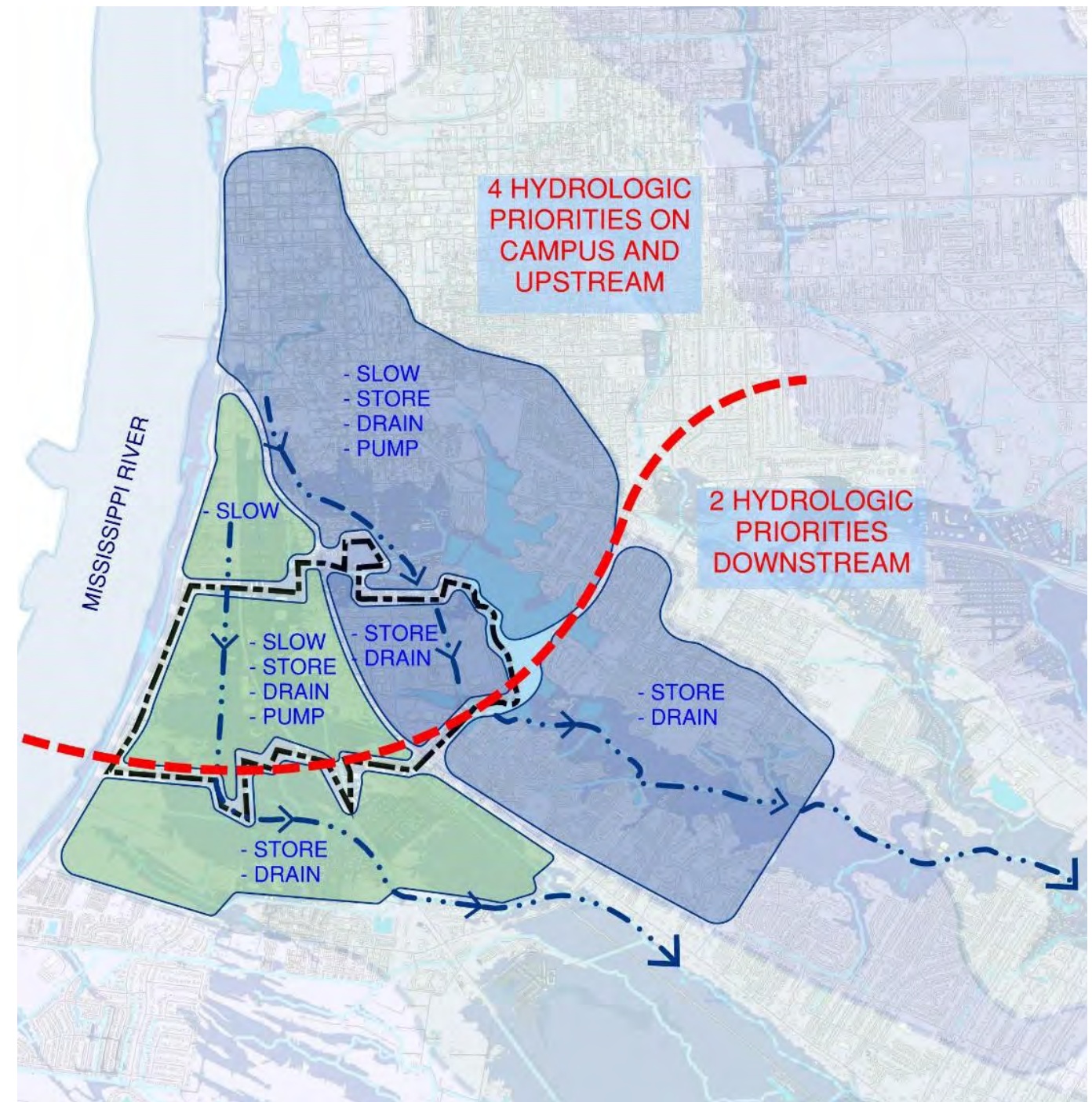
- Reducing runoff velocities by intercepting and discharging into water quality / bioretention zones along hardscape vehicular and non-vehicular paths helps to minimize erosion and improve water quality.
- Locations for the infiltration zones should be integrated with the landscape and circulation system.

### STORE

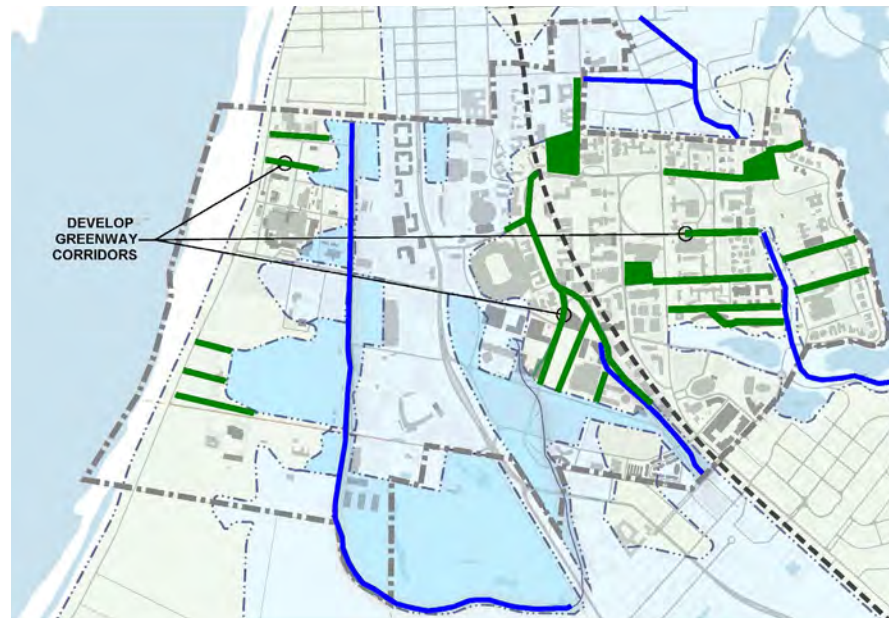
- Strategically plan and control flooding for areas that are already prone to this behavior based on the floodplain and natural conditions.
- Improve upstream and/or downstream flooding conditions by maintaining and improving existing stormwater storage nodes within hydrologic system.

### DRAIN

- Provide proper drainage corridors to convey runoff from the site to the downstream system.
- Maintain historic drainage patterns and enhance natural drainage conveyances to improve the overall system-wide hydrologic cycle.
- Natural conveyances help to promote infiltration, improve water quality and enhance environmental connectivity.

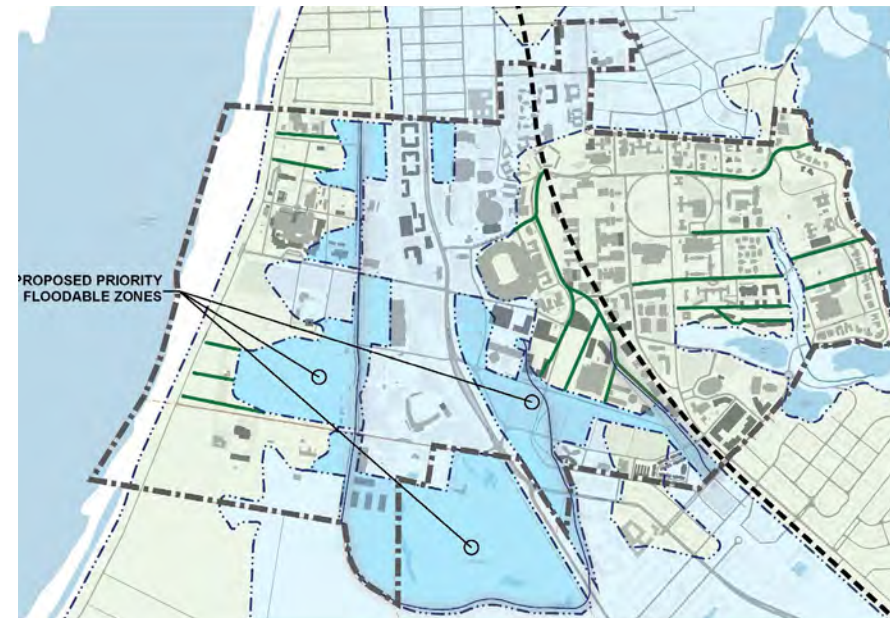


STORMWATER MANAGEMENT STRATEGY



DEVELOP GREENWAY CORRIDORS

SLOW



PROPOSED PRIORITY FLOODABLE ZONES

STORE

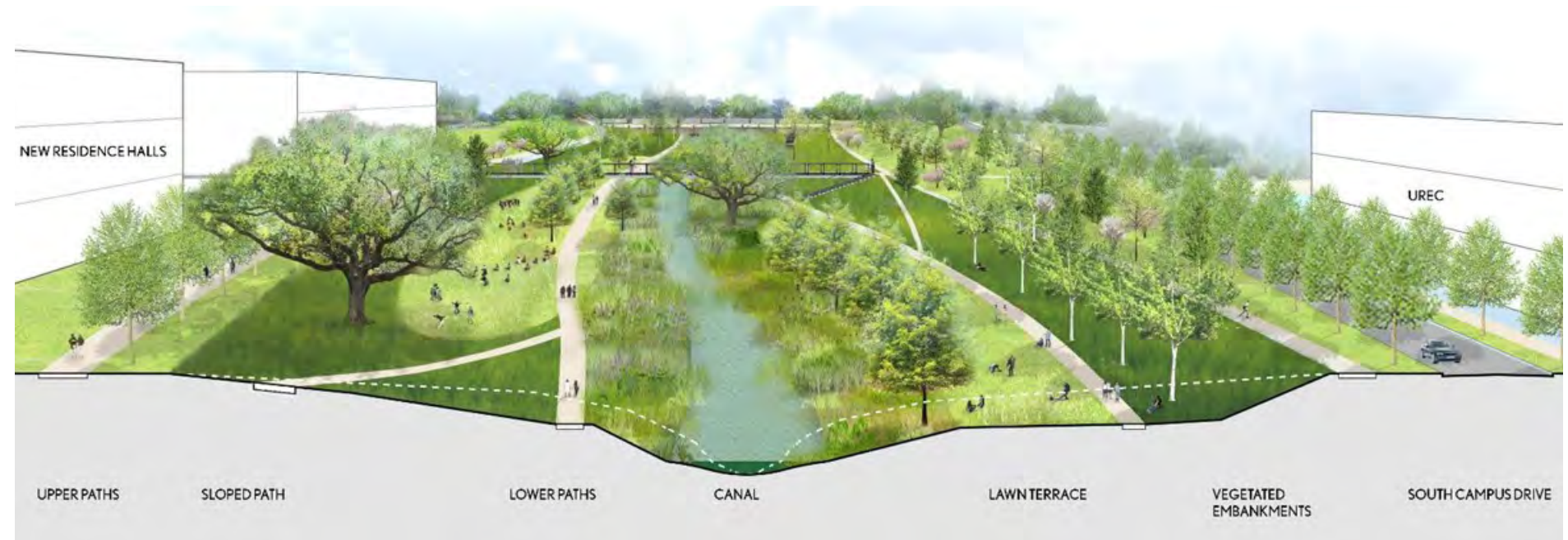


MAINTAIN AND ENHANCE BLUEWAY CORRIDORS

DRAIN

### Corporation Canal

Corporation Canal provides an excellent opportunity to integrate important stormwater infrastructure into a new and significant campus recreational space, forming the Student Life Spine. Proposed widened banks will slow stormwater, increase volume, and create more efficient drainage, while allowing for flexible open space, circulation, and vegetation to occupy what is currently surface parking.



STORMWATER MANAGEMENT AT CORPORATION CANAL



#### 4.3 COMPONENT PLAN

## ENERGY AND UTILITIES RECOMMENDATIONS

Based on the new campus growth plans identified by the Master Plan, overall campus gross load projections were estimated for the central heating, cooling and electrical systems as summarized in the Campus Gross Load Projections table.

After applying a load diversity factor to the estimated additional connected loads, the new facilities are expected to add 39,500 lbs/hr of steam, 3,800 tons of cooling, and 9,900 kVA of power to the campus' current peak loads. When determining how much capacity should be installed in a campus central plant, it is standard practice to include provisions for the ability to meet the peak campus demand without the largest piece of equipment available in the event it failed or was unable to be operated for a variety of reasons. This is commonly referred to as having N+1 redundancy, and the remaining capacity after subtracting the capacity of the largest piece of equipment from the installed Capacity is also known as the plants firm capacity.

Considering the loads associated with the Master Plan, the existing heating and power equipment and systems appear to have adequate capacity to meet the new projected loads. Note that this would exclude a loss of natural gas, and/or purchased power services.

However, the chilled water system is already short of meeting the current peak load by 3,400 tons, and the projected peak load by 7,200 tons. To provide the recommended N+1 level of redundancy, the central chilled water system capacity should be increased by 3,400 tons as quickly as possible. A balance need of 3,800-tons should be added over time, as required to meet new loads as they are added to the system. It should be noted that chiller #6 is at the end of its useful life, and if its capacity were to be replaced with machines more similar

in size to chillers #8, #9 and #10, the need to add new capacity could be deferred due to the smaller increment size.

#### FUTURE CONSIDERATIONS

Based on planned growth and the utility system deficiencies identified during this campus master planning process, it is recommended that LSU commission a comprehensive energy and utilities master plan. That plan would be charged with inventorying and detailed evaluation of the existing systems, detailed load projections, system operational and hydraulic modeling, identification and comparative analysis of various options for upgrading and expanding the existing systems while reliably and efficiently serving the existing campus and all planned growth, and establishment of related budgets and implementation timeline for these improvements. It would represent a needed "road map" for the reinvestment and expansion of the university's energy and utilities systems.

NEW BUILDING PROGRAM SPACE	Column1	HEATING	Column2	COOLING	Column3	POWER (11)	Column4
School / Type	GSF	Load Factor BTUH/GSF	Steam Load Lbs/Hr	Load Factor GSF/Ton	Cooling Load Tons	Load Factor VA/GSF	Power Load kVA
Agriculture	88,000	30	2,640	350	251	6.0	528
Art and Design	70,000	35	2,450	300	233	6.4	448
Athletics per LSU (1)	295,000	35	-	350	-	6.0	1,770
Business	36,000	30	1,080	400	90	5.4	194
Engineering	297,000	50	14,850	250	1,188	7.8	2,317
Housing per LSU (1)(2)	360,000	35	-	325	-	7.1	2,556
Human Sciences and Education	67,000	30	2,010	350	191	6.0	402
Humanities and Social Sciences	77,000	30	2,310	350	220	6.0	462
Law	57,000	30	1,710	350	163	5.7	325
LETC per LSU	113,000	35	3,955	300	377	6.4	723
Library	375,000	30	11,250	300	1,250	5.6	2,100
Mass Communications	48,000	30	1,440	350	137	6.0	288
Music and Art	13,000	30	390	325	40	5.9	77
Nicholson Mixed Use Dev. per LSU (1)(3)	260,000	35	-	325	-	7.1	1,846
Science	177,000	70	12,390	200	885	8.7	1,540
Coast and Environment	-	35	-	250	-	0.0	-
Vet Med (1)	87,000	70	-	225	-	9.9	861

Notes:

- (1) Assume this space will be heated and cooled via local unitary equipment or other local utility plant
- (2) LSU estimates 900,000 GSF by 2040. Prorated for next 10 year plan = 360,000 GSF
- (3) Net growth including demolition of existing and new development
- (4) Operational Boilers (#4, #7 and #8) at Central Plant (350,000 lbs/hr). #6 emergency standby only (150,000 lbs/hr).
- (5) Central Plant (21,900) and Highland Plant (3,700)
- (6) Based on 35MW peak load at estimated 0.85 power factor
- (7) Boiler #8, GE Turbine HRSG
- (8) Chiller #6, combustion turbine driven
- (9) Based on max fan rating of two (2) 24/32/40 MVA Substations and 18.7MW/22MVA Cogen
- (10) One (1) 24/32/40 Substation at max fan rating
- (11) Power Load for spaces served from central heating/cooling include power load at central utility plant

New Peak Subtotals	2,420,000		56,475		5,026		16,437
Load Diversity Factor			0.70		0.75		0.60
New Total Diversified Loads			39,500		3,800		9,900
Current Peak Loads per LSU Reports			100,000		22,800		41,200 (6)
<b>Projected Diversified Peak Loads</b>			<b>139,500</b>		<b>26,600</b>		<b>51,100</b>
Existing Installed Capacity			500,000 (4)		25,600 (5)		102,000 (9)
Largest Piece of Equipment			150,000 (7)		6,200 (8)		40,000 (10)
Existing Firm Capacity			350,000		19,400		62,000
Projected Net Capacity - Excess / (Shortage)			210,500		(7,200)		10,900
Required Installed Capacity with N+1 Allowance			289,500		32,800		91,100

### 4.3 COMPONENT PLAN

## SUSTAINABILITY

LSU is committed to producing not only high-performing academic and athletic institutions, but environmentally sustainable ones as well. Valuing environmental performance positions LSU as resilient, cost-efficient, rooted in its context and, most importantly, invests in LSU’s most important resource—its people.

The buildings of the historic core provide climate-adapted examples that control the sun, preserve access to breezes, manage stormwater, and stand the test of time. Emulate and combine these functions with high-performance mechanical systems and flexibility to maximize sustainability on campus. New construction should meet the guidelines set forth in the Design Guidelines document (see Appendix) which is a 30% energy reduction from current code, and 25/40 points on the LSU sustainability checklist.

Health is a key component of a high-performing campus and buildings should optimize thermal, visual, and acoustic comfort as well as occupant-control.

New projects should incorporate best management practices for permeable surfaces, stormwater collection and storage, and self-

sufficient, climate-appropriate plantings to meet the challenge of Louisiana’s extreme weather events. Celebrate stormwater with visible and attractive components of a large-scale stormwater management system.



THE CAMPUS AND BATON ROUGE COMMUNITY ARE PARTICULARLY SENSITIVE TO THE EFFECTS OF CLIMATE CHANGE. NEW DESIGN SHOULD CENTER LSU AS A LEADER IN ENERGY EFFICIENCY, CLIMATE ADAPTIVE RESPONSE, AND RESILIENCY TO SUPPORT ITS PEOPLE FOR A CHANGING FUTURE.

<p>MASTER PLAN CONSIDERATIONS</p>	LEARN	<p><b>SOUTH CORE</b></p> <ul style="list-style-type: none"> <li>• Sustainability and historic preservation are not mutually exclusive and increasing energy efficiency is encouraged in both renovations and new construction.</li> <li>• Incorporate energy efficiency and sustainability without negatively impacting the aesthetic character of the district.</li> </ul>	LIVE	<ul style="list-style-type: none"> <li>• Prioritize health and well-being</li> <li>• Encourage active mobility that includes walking, stairs, biking, etc.</li> <li>• Celebrate stormwater infrastructure</li> </ul>
	PLAY	<ul style="list-style-type: none"> <li>• This district should highlight architectural and landscape sustainability elements, making them visible teaching tools across campus</li> <li>• Encourage active mobility that includes walking, stairs, biking, etc.</li> </ul>	PLAY	<ul style="list-style-type: none"> <li>• Design buildings with programmable occupancy so they can conserve energy when not in use</li> <li>• Encourage active mobility, especially bike commuting along the Nicholson Spine</li> </ul>

Sustainability is integrated into the Master Plan in a multitude of ways with recommendations that promote efficient use of existing resources, emphasizing infill development and densification and rehabilitation over expansion, encouraging sustainable mobility systems to reduce dependency on driving, promoting sustainable landscape strategies, integration natural systems throughout the campus, and creating safe and comfortable human environments, Sustainability is also highlighted as a key design principle and sets the tone for how the climate responsiveness, energy efficiency, and health are intertwined with the way designers should think about the campus.

The diagram to the right describes how the Campus Committee on Sustainability's (CCS) existing framework coincides with the Master Plan principles. All Master Plan principles address issues and concerns set forth by each of the CCS sustainability goals.

The recommendations on the following pages advance logistically how sustainability should be integrated into the campus Master Plan and building projects moving forward in three primary ways:

1. **Building Level Requirements** – this section outlines what requirements design teams should submit during the project approval process.
2. **Benchmarking and Goal Setting** – documents benchmarks and metrics derived from a series of LSU peer comparisons around the Association for Advancement of Sustainability in Higher Education's (AASHE) sustainability framework.

3. **Campus Committee on Sustainability Integration** – builds upon and lists the goals and strategies created by the committee, relates them to the AASHE benchmarking analysis, and maps opportunities for integration into the Master Plan framework.

CCS CATEGORIES	ENERGY EFFICIENCY & GREEN BUILDING	TRANSPORTATION	WASTE REDUCTION & RECYCLING	PROCUREMENT	LANDSCAPE & GROUNDS	FOOD
<b>MASTER PLANNING PRINCIPLES</b>						
CONNECT CAMPUS AND COMMUNITY						
CELEBRATE DISTINCT LSU CAMPUS AND CONTEXT						
SUPPORT HIGH PERFORMANCE ACADEMIC AND RESEARCH						
ENHANCE STUDENT LIFE						
PROMOTE ENVIRONMENT STEWARDSHIP						

## 4.3 COMPONENT PLAN

# SUSTAINABILITY - BUILDING LEVEL REQUIREMENTS

The building level sustainability requirements are designed to ensure a minimum standard of performance is achieved for all projects, while also providing requirements for projects designated to feature sustainability. Feature projects are identified by the Campus Planning and Oversight Committee (CPOC) (currently FDDC) during the concept phase review (refer to Governance section for additional details). These requirements build upon the State of Louisiana's laws already in place for public projects, namely revised statute 40:1730.49 and the Energy Policy Act of 2001. However, this document describes their use in the LSU project approval process for all campus buildings regardless of state oversight.

### MINIMUM REQUIREMENTS FOR MAJOR CAPITAL PROJECTS

For all new construction and major renovation projects greater than 5,000 square feet, the following requirements must be met:

- Using the custom FP&C Environmental Building Systems Checklist, attain at least 25 points. At least 2 points must be obtained from Section 6 – Water Use Efficiency and at least 6 points from Section 7 – Energy Efficiency category. The checklist utilizes the ASHRAE 189.1 2009 framework as a guideline for requirements. A copy of the checklist can be downloaded [here](#).
- Install building-level submetering of major fuel types to allow for energy benchmarking
- During the Schematic Design Phase CPOC review, submit a completed FP&C checklist with accompanying narratives of how pursued points are integrated into the building design.
- During the Schematic Design Phase CPOC review, submit written narratives of how the design engages each of the 7 design

principles. Narratives should be up to 250 words per design principle.

### ADDITIONAL REQUIREMENTS FOR FEATURED SUSTAINABILITY PROJECTS

For projects identified by the CPOC as being a feature sustainability project, the minimum requirements above must be met in addition to the following:

- A total of 35 points must be obtained from the FP&C Environmental Building Systems Checklist
- Compliant energy modeling software as prescribed by ASHRAE 90.1 Appendix G must be used to show an energy cost savings of at least 30% over current state energy code.
- 3rd party environmental certification must be achieved in at least one of the following programs: LEED v4 (minimum level of certification = silver), Sustainable Sites Initiative, WELL Building Standard, Living Building Challenge (petal certification acceptable), Passive House, or any other program suggested by the design team and approved by the CPOC.
- A 250-500 word narrative must be submitted for the Schematic Design Phase CPOC review that describes which certification program the project is attempting and how, including any feasibility analysis such as preliminary LEED checklists, cost analysis, etc.

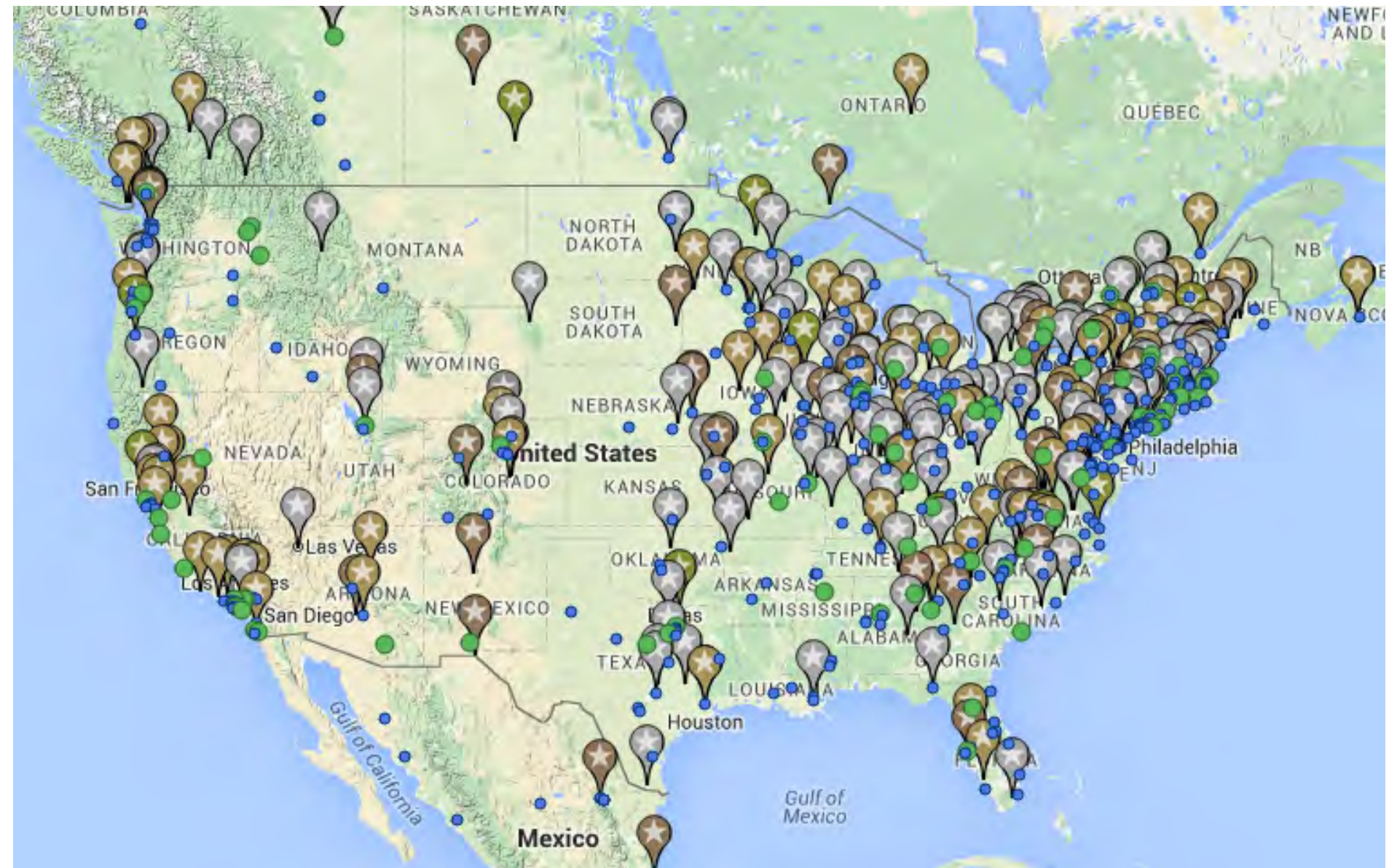
4.3 COMPONENT PLAN

# SUSTAINABILITY - BENCHMARKING AND GOAL SETTING

Establishing metrics, benchmarks, and goals is an important part of integrating sustainability into the master planning process. The act of discussing and documenting metrics provides a structure for accountability over time, while benchmarking helps to calibrate expectations and set goals for the future. The Association for Advancement of Sustainability in Higher Education (AASHE) has created a self-reporting framework for colleges and universities to measure their sustainability performance, named the Sustainability Tracking Assessment and Rating System (STARS). The point-based system covers everything from grounds management, to building efficiency, and even to curriculum integration, and universities can receive a bronze through platinum rating. In 2012, LSU received a silver rating under the V1 of the program, and is currently working on submitting for certification under the latest 2.1 version.

To help guide the Campus Committee on Sustainability’s (CCS) efforts around goal setting, key metrics were taken from the AASHE STARS framework and added to the six CCS sustainability categories. Data was then aggregated from the STARS website to help inform the 2030 targets, including LSU’s peer public institutions from primarily the SEC conference, and a national average of the other 280+ STARS universities.

The following sections report the results of this process, broken up by the six CCS sustainability categories. Each section reports key targets derived from the benchmarking analysis, including a list of CCS strategies to achieve them. Finally, the strategies that intersect with the space planning from the overall Master Plan are diagrammed as potential areas of opportunity for the LSU facilities team and designers to consider moving forward.



MAP OF UNIVERSITIES PARTICIPATING IN AASHE’S STARS PROGRAM

### 4.3 COMPONENT PLAN

## SUSTAINABILITY - ENERGY EFFICIENCY AND GREEN BUILDING

As the flagship university in Louisiana, LSU strives to be a clear leader in energy efficient building design. Lower energy use ultimately translates to a lower bottom line and a more efficient use of taxpayer resources. These types of high performance buildings also protect the environment while enhancing the learning environment for its students. LSU's goal for a campus wide energy use intensity is 104 kBtu/sf-yr, which would position it as a top performer amongst its peers.

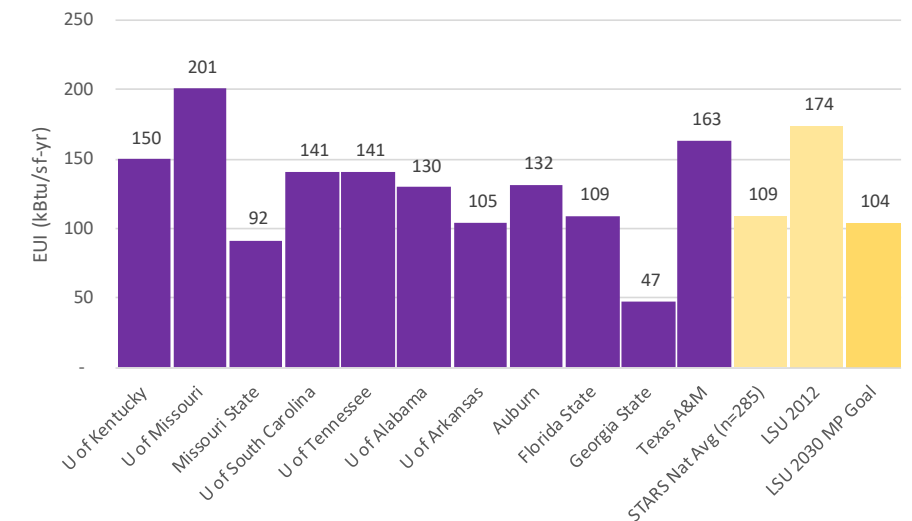
#### GOALS FOR 2030

- Increase **energy efficiency by 40%** on campus based on the 2012 baseline
- Generate **5% of campus energy** from renewable sources on campus
- Purchase at least **10% of campus energy** from renewable sources

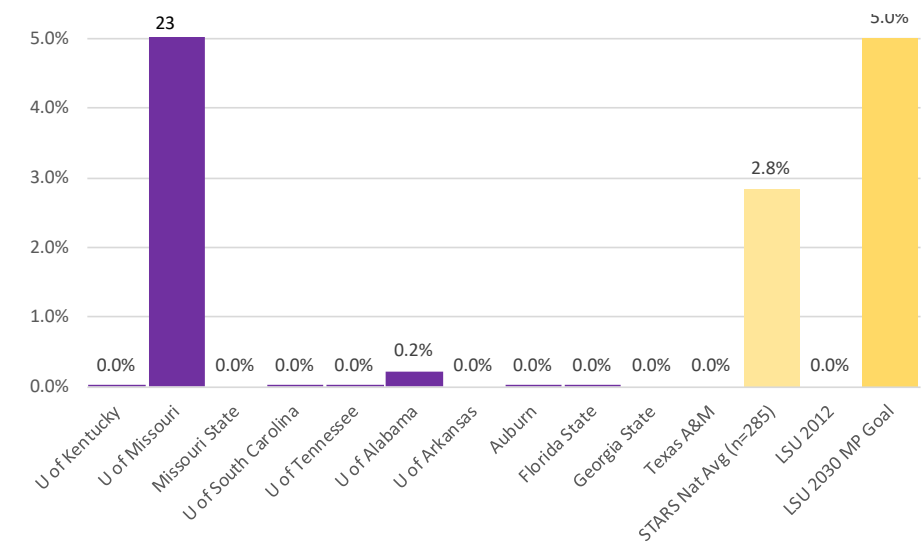
#### STRATEGIES

- Formally sign on to the American College and University Presidents' Climate Commitment (ACUPCC) – determine net neutrality date and designate committee to work on climate action plan.
- Develop a written Energy Conservation Plan for the LSU flagship campus, detailing strategies and a schedule for reducing energy in buildings
- Conduct at least an ASHRAE level 1 audit for all existing buildings greater than 25,000 square feet, use to develop targeted lists for efficiency upgrades, to be coordinated with the 2017 Sightlines portfolio report.

- Develop an outreach/education program targeting energy use reduction among staff, faculty, and students
- Use the ENERGY STAR Portfolio Manager software to track energy usage in campus buildings, automate meter reading through submetering and building automation systems where possible.
- Install submetering on high priority campus buildings.
- Conduct at least one energy efficiency competition utilizing benchmarking every year.
- Install a public energy dashboard online and in a prominent public lobby.
- Achieve the ENERGY STAR certification for buildings for at least 3 office buildings on campus by 2025
- *Install solar photovoltaic and thermal systems on the LSU campus to offset conventional electricity usage*
- *Install a green roof on at least one building by 2020 to lower cooling costs and decrease stormwater runoff from the building footprint*
- *Meet minimum sustainability requirements for all major capital projects (>5,000 square feet) based on LSU Performance Goals. Meet aspirational requirements for any project identified as a "sustainability feature" project (refer to section X for detailed requirements).*
- *Establish a green labs program which encourages best practices for energy conservation in laboratories*
- Implement a university-wide IT energy conservation program
- Consider creative funding strategies for energy efficiency projects, using Harvard's Green Campus Loan Fund as an example.
- *Explore biomass opportunities combined with sustainable forestry management as a renewable energy source*



PERCENT OF ENERGY FROM RENEWABLE SOURCES



PERCENT OF ENERGY FROM RENEWABLE SOURCES

Source for both graphs: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).



HILL TOP ARBORETUM



CYPRESS HALL



### 4.3 COMPONENT PLAN

## SUSTAINABILITY - WASTE REDUCTION AND RECYCLING

LSU is already a leader amongst its peers when it comes to waste diversion and construction recycling. It also is building a robust track record of integrating recycling into the culture of the university as evinced by the second year in a row the university led the nation in the Game Day Recycling Challenge.

#### GOALS FOR 2030

- **75% of waste diverted** (recycled, reused, etc.) from the landfill or incinerator.
- **90% of construction and demolition materials** recycled, donated, or otherwise recovered.

#### STRATEGIES

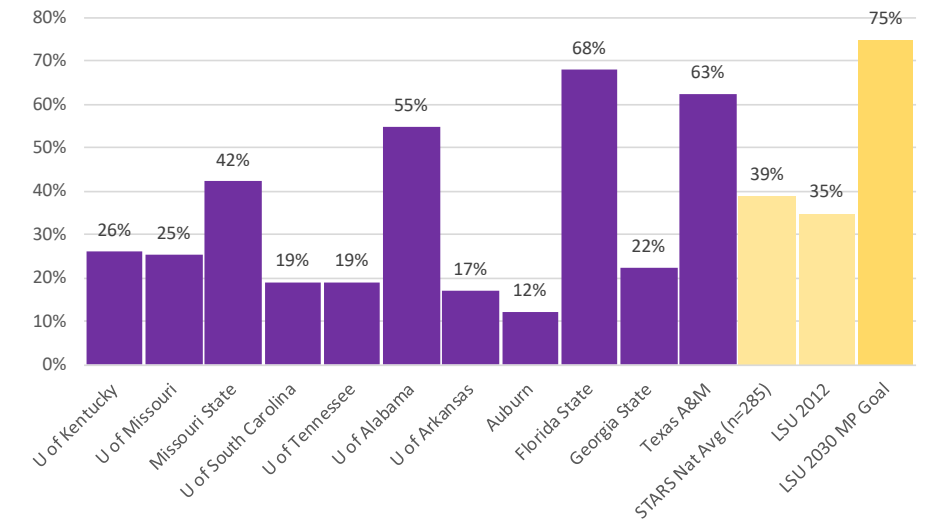
- Continue annual Litteratti campaign to reduce waste and increase recycling on campus
- Recycle at least 90% of all construction and demolition waste from projects
- Develop a campus-wide waste reduction policy, including a comprehensive materials management strategy
- Quantify carbon impacts associated with the LSU campus waste stream in order to identify opportunities to better manage waste and reduce emissions.
- Develop a composting pilot program for Dining Operations. Eventually expand this into other areas such as residence halls
- Develop strategies for improving management of university materials and identify opportunities to utilize recovered materials as inputs for local and non-profit ventures (e.g. a Chuck it for Charity program for Move in/Move out)
- Expand the number of BigBelly solar units on campus Continue to

identify strategies for decreasing waste sent to the landfill as part of game day (football, basketball and baseball) operations

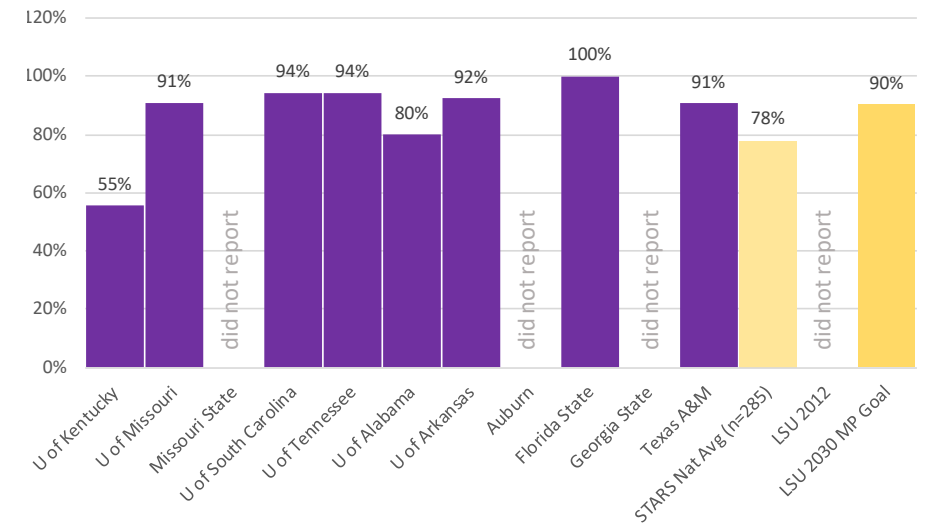
- Continue participating in the GameDay Recycling Challenge each year
- Implement a program that diverts reusable furniture to needy charities during move-in and move-out days.
- Apply for and receive grants for waste reduction, recycling, sustainability education and awareness programs, and campus beautification



GAME DAY RECYCLING CHALLENGE




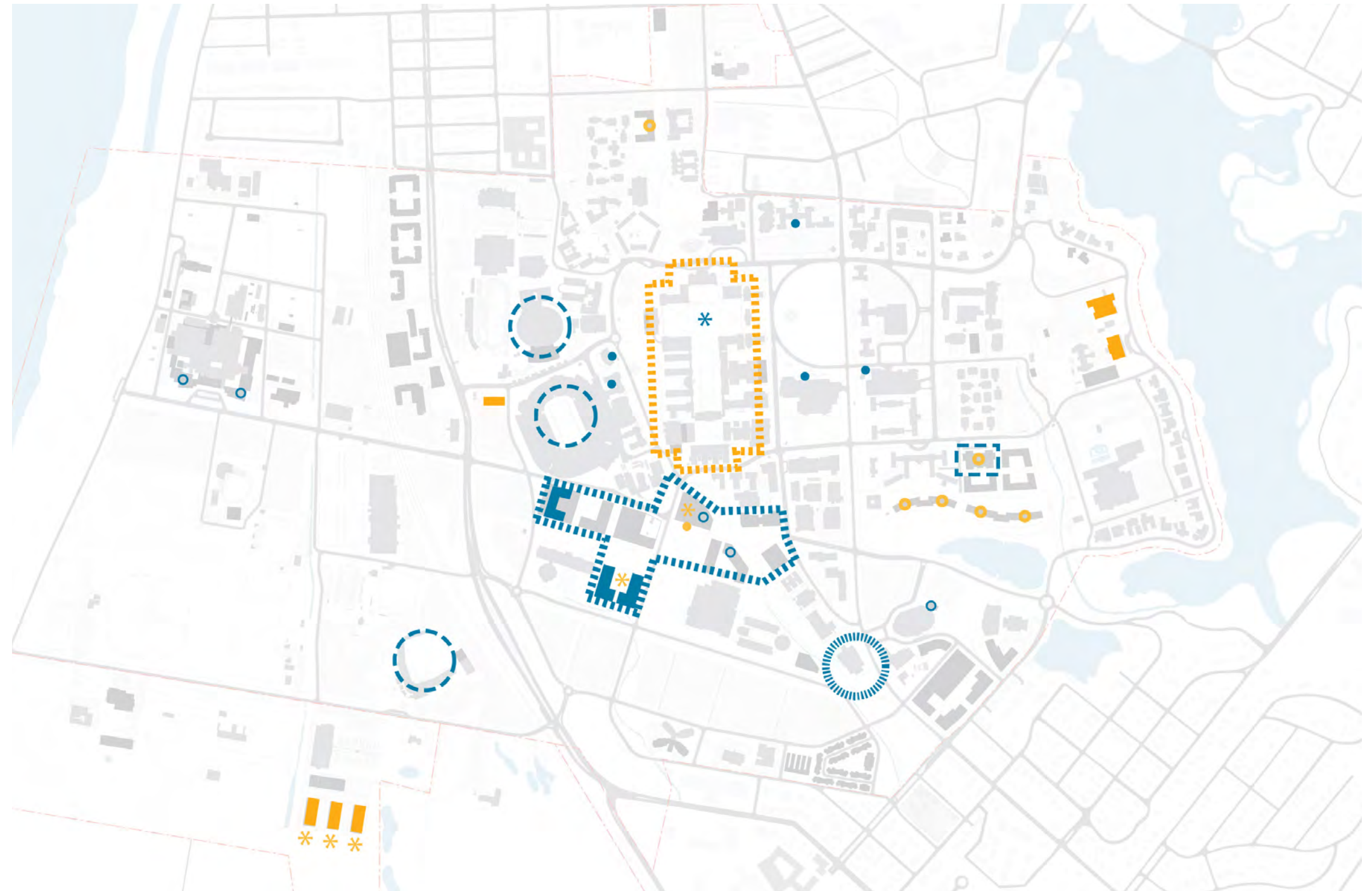
PERCENT OF WASTE DIVERTED FROM LANDFILL



PERCENT OF CONSTRUCTION WASTE DIVERTED FROM LANDFILL

Source for both graphs: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).

-  Potential/ EnergyStar office certification opportunities
-  Buildings with substantial lab components, good green lab program candidates
-  Buildings that can propel event-based recycling programs
-  New construction zone, high priority for construction waste recycling
-  Historic core buildings are good candidates for energy audits
-  Current high profile Big Belly solar compactor locations
-  Projects with high hot water demand are good options for solar hot water pilot projects
-  Potential biomass site next to Renewable Natural Resource building
-  Potential sites for green roof due to elevation change or having visible roof planes
-  Potential composting site next to major dining hall
-  Demo site, prioritize re-use of building materials



ENERGY, WASTE REDUCTION AND RECYCLING



## 4.3 COMPONENT PLAN

# SUSTAINABILITY - TRANSPORTATION

Creating a more sustainable transportation network throughout LSU's campus fosters both a more vibrant campus while drastically reducing greenhouse gas emissions associated with travel into and around campus. Transportation touches many aspects of sustainability, but none may be as important as how a bikeable and walkable campus increases student health through the promotion of an active campus lifestyle.

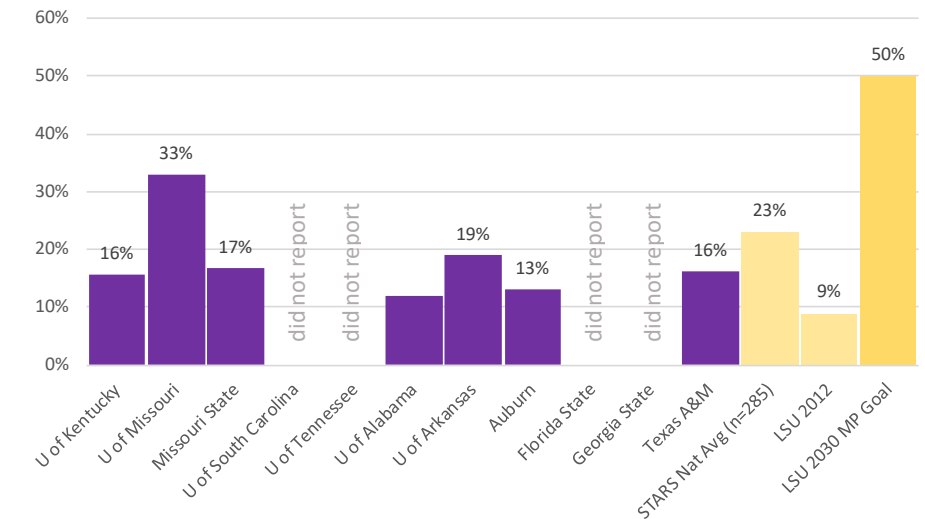
### GOALS FOR 2030:

- **25% of institution's fleet** non-purely fossil-fuel based
- **90% of students** use sustainable commuting options
- **50% of faculty** use sustainable commuting options

### STRATEGIES

- Continue efforts (e.g. Easy Streets Phase II) to become a more pedestrian-oriented campus and provide safe travel for bicyclists and pedestrians
- Improve bicycle facilities, including the expansion of bike lanes and routes on campus
- Promote awareness among the University community of the environmental, human health, and economic impacts of transportation choices
- Install covered bike storage and shower facilities in new buildings
- Enhance historic core pedestrian experience through adding a "Dismount" signage and bike rack parking along perimeter.
- Support and promote bike sharing efforts and programs
- Ensure short term bicycle parking (racks) within 50 feet of all occupied, non-residential buildings. Ensure long term bicycle storage available within 330 feet of all residence halls.

- Achieve Bicycle Friendly University status from the League of American Bicyclists
- Decrease the prevalence of single occupancy vehicles on campus through enhanced alternative transportation infrastructure, programs and incentives
- Expand on existing car and rideshare programs available to campus (Geaux Ride, ZipCar)
- Continue to promote the existing electrical vehicle charging stations on campus, and acquire new stations as the number of users grows
- Procure electric vehicles for university fleet
- Continue to switch Tiger Trails fleet to low sulfur diesel and greener technology
- Celebrate National Bike Month annually through campus events or competitions
- Formally track bicycle usage on campus
- Conduct a transportation satisfaction survey with students, faculty and staff
- Increase ratio of bicycle parking to campus population
- Develop a theft prevention program for bicycles
- Promote bicycle safety by offering classes or seminars
- Partner with Bike Baton Rouge to promote bicycling locally and on campus
- Consider financial incentive programs to encourage bicycle use
- Develop alternative transportation education programs for targeted groups on campus
- Involve faculty in bicycle education
- Convert unnecessary parking lots into pedestrian amenities and open green space.



PERCENT OF FACULTY USING SUSTAINABLE TRANSPORTATION

Source: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).



TRANSPORTATION



## 4.3 COMPONENT PLAN

# SUSTAINABILITY - PROCUREMENT

Universities are large purchasers of goods and services, which makes them catalysts for change when it comes to choosing which products to buy in terms of food, cleaning products, and services from the community. These choices have the potential to reinforce key values around sustainability while having substantive impacts on local, regional, and national economies.

### GOALS FOR 2030

- **25% of total purchases** from disadvantaged businesses, social enterprises, and/or local community-based businesses
- **25% of expenditures on cleaning** and janitorial products that are 3rd party verified to be healthy and sustainable (2012 AASHE Report for LSU = 9.5%)

### STRATEGIES

- Develop University-wide standards for targeted environmentally preferred products by 2019
- Procure commodities that are certified to meet sustainability standards in the areas of paper, electronics, cleaners, lab products, energy and vehicles:
  - Paper and Forest Products:
    - Forest Stewardship Council [www.fsc.org](http://www.fsc.org)
    - Chlorine Free Products Association [www.chlorinefreeproducts.org](http://www.chlorinefreeproducts.org)
  - Electronics and Appliances:
    - Continue purchase of Energy Star certified products [www.energystar.gov/purchasing](http://www.energystar.gov/purchasing)
    - Electronic Product Environmental Assessment Tool (EPEAT) - [www.epeat.net](http://www.epeat.net)

- Green Cleaners and Lab Products:
  - Environmental Choice [www.environmentalchoice.com](http://www.environmentalchoice.com)
  - Green Guard [www.greenguard.org](http://www.greenguard.org)
  - Green Seal [www.greenseal.org](http://www.greenseal.org)
  - Scientific Certification Systems [www.scscertified.com](http://www.scscertified.com)
- Renewable Energy:
  - Green-e [www.green-e.org](http://www.green-e.org)
- Vehicles
  - Federal Fuel Economy Summary [www.fueleconomy.gov](http://www.fueleconomy.gov)
- Reduce waste at point of purchase. Procure recycled content paper, recycled toner cartridges, and items that can be re-manufactured, recycled or composted
- Purchase durable and reusable goods
- Use life-cycle cost analysis, rather than automatically choosing goods with the lowest purchase price
- Consider durability and reparability of products prior to purchase
- Invest in goods with extended warranties
- Conduct routine maintenance on products/equipment
- Continue to require ENERGY STAR certified appliances and equipment
- When possible, purchase goods in bulk or concentrated form
- Manage surplus effectively by eliminating excess purchases, reviewing past needs to minimize procurement of unneeded items, and periodically ensuring offices clean out supply cabinets prior to placing new orders
- Ensure all Departments are educated on the resources of both the LSU Surplus Department and the Campus Sustainability office for reuse and recycling of old/unneeded items and equipment



CAMPUS BARNES AND NOBLE BOOKSTORE

### 4.3 COMPONENT PLAN

## SUSTAINABILITY - LANDSCAPE AND GROUNDS

Sustainable stewardship of LSU's landscape lies at the intersection of many critical issues to the university. Innovative application of green infrastructure helps mitigate flooding and protect Louisiana's water quality. Incorporation of the latest water conservation strategies and increasing the use of recycled water on campus reduces cost while minimizing environmental impact. Using these principles to maintain and foster Louisiana's landscape helps to sustainably preserve the legacy of LSU's unique and beautiful campus.

#### GOALS FOR 2030

- **30% reduction of total water use** per student
- **90% of campus grounds managed sustainably**, organically, or

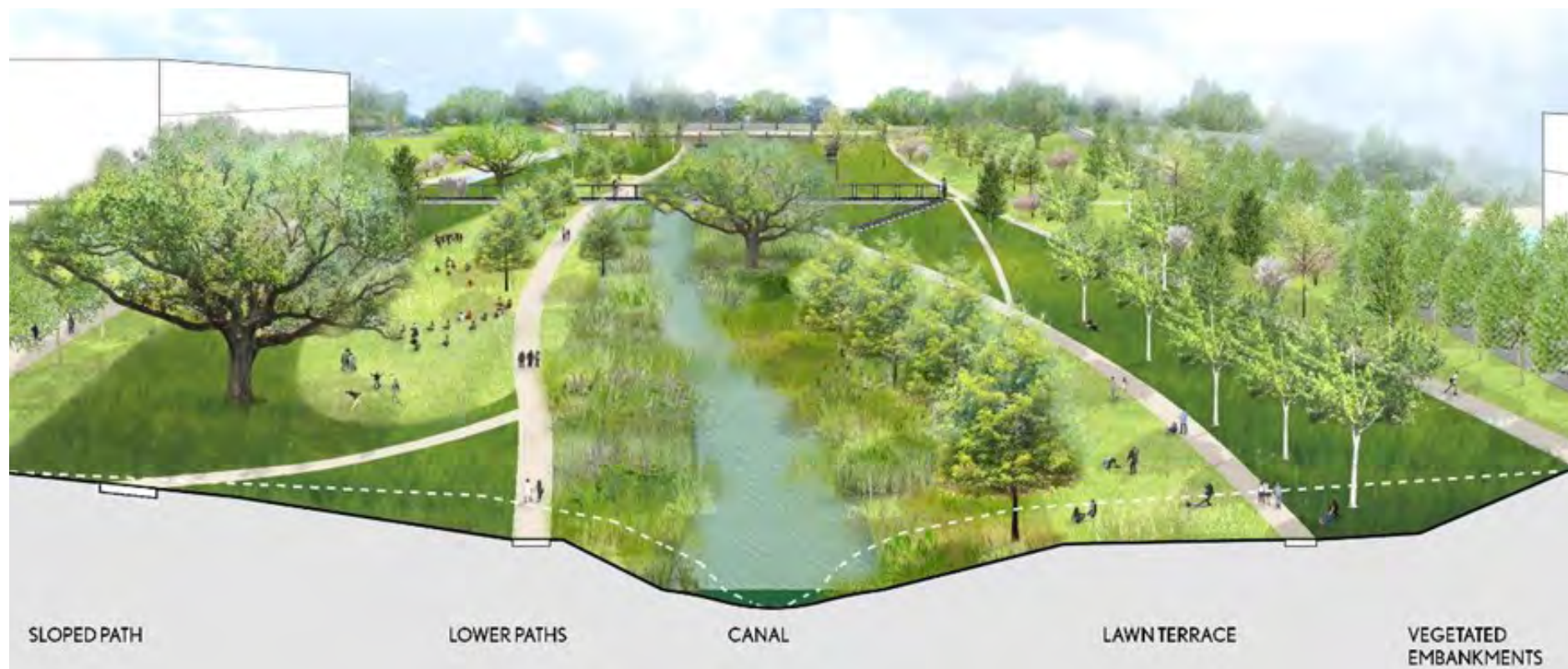
3rd party certified/protected (70% in 2015 according to Princeton Review Rankings for LSU)

- **5% of water demands met by recycled/reused sources** (5% average for universities that report data in AASHE)
- **50% reduction** of total square footage of pervious surfaces

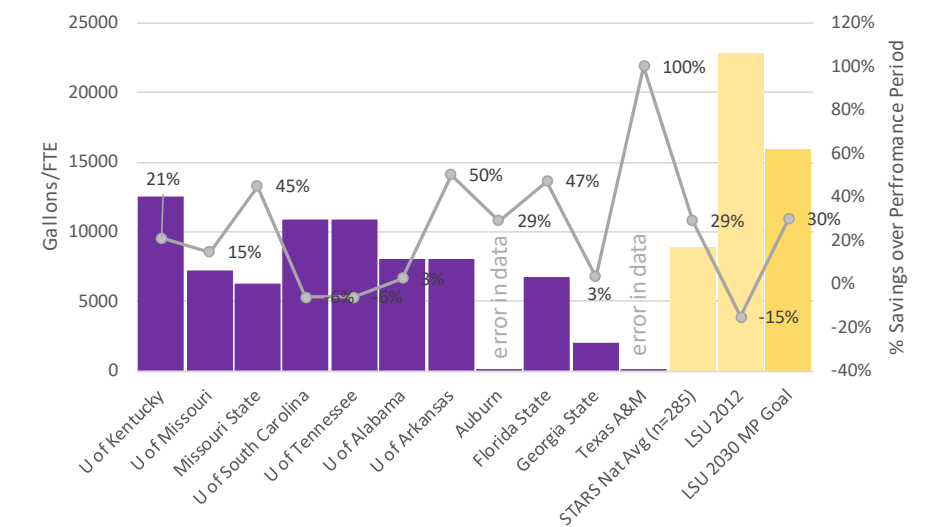
#### STRATEGIES

- Maximize the use of locally sourced, native plant material that is well suited for the southeastern Louisiana environment. Such plant material will require less fertilizer, irrigation, and pesticide. Emphasis should be placed upon hardy perennials and shrubs rather than annuals

- Utilize the widest genetic base among individual species
- Eliminate existing invasive exotic species
- Include endangered, rare species to the extent possible
- Include useful plants (e.g., pest deterrents, nitrogen-fixing plants, edibles and medicinals) for pedagogical and practical purposes
- Reduce high maintenance turf areas and monocultures where possible in favor of diverse native ground covers, tree canopies, prairies, understory trees and shrubs.
- *Integrate stormwater best management practices (BMPs) into social amenities, transportation infrastructure, and buildings to capture and treat stormwater*



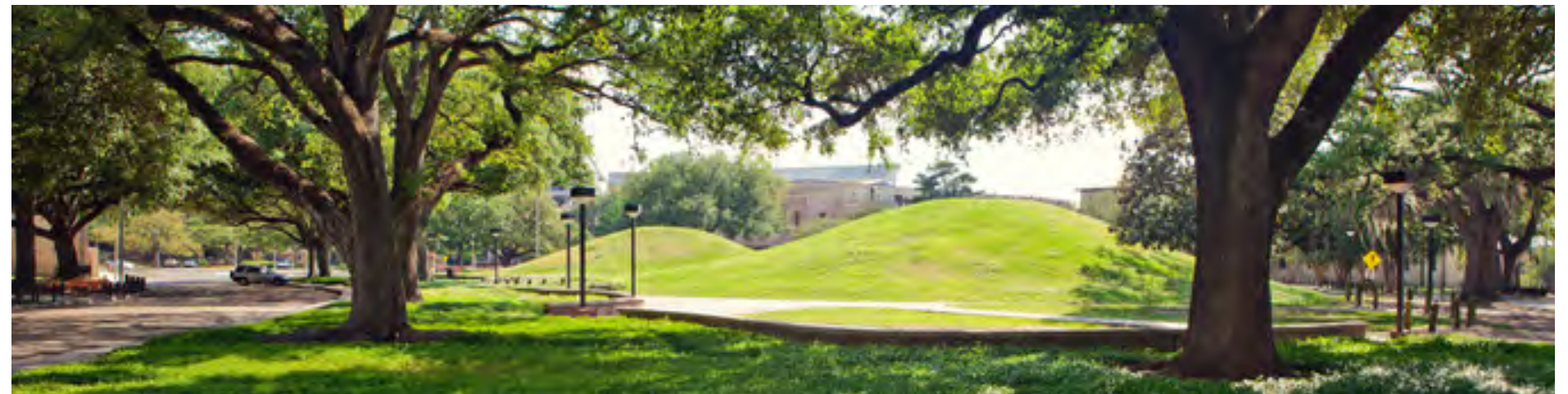
GREEN INFRASTRUCTURE AS A SOCIAL AND RECREATIONAL AMENITY



WATER USE / FTE AND SAVINGS

Source: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).

- Maintain and update the campus tree inventory on an annual basis.
- Continue to participate in Tree Campus U.S.A. program
- *Work with faculty, students and staff to create a shared LSU Community Garden*
- *Dedicate a portion of campus to fruit and vegetable production*
- *Create or enhance wildlife habitat locations on campus*
- Create signage that provides students, staff, and visitors with opportunities to learn about native plant species (uses, functions, details, etc.), as well as planting purposes
- Reduce the quantity and impact of harmful, chemical based, landscaping maintenance products and techniques
- Use organic fertilizers to the maximum extent possible. Landscape Services already owns equipment necessary to make compost ed organic fertilizer
- Incorporate integrated pest management practices to deal with seasonal pests
- Work to minimize or eliminate toxic chemicals from landscape management
- Continue to work with the LSU Foundation to promote and manage the Endow an Oak program
- *Install cisterns for capturing rainwater and reusing on landscape beds*



INDIAN MOUNDS



HISTORIC QUAD



## 4.3 COMPONENT PLAN

# SUSTAINABILITY - FOOD

Food has always had a place at the table when it comes to sustainability. What we eat, how we treat the animals that provide us food, who we purchase food from, where it comes from, and how we dispose of food waste all have substantial health and environmental impacts. In 2015 the Princeton Review recognized LSU for purchasing 44% of all its food from local vendors, and through 2030 LSU aims to increase this number drastically and attain similar performance for purchasing sustainably produced animal products.

### GOALS FOR 2030

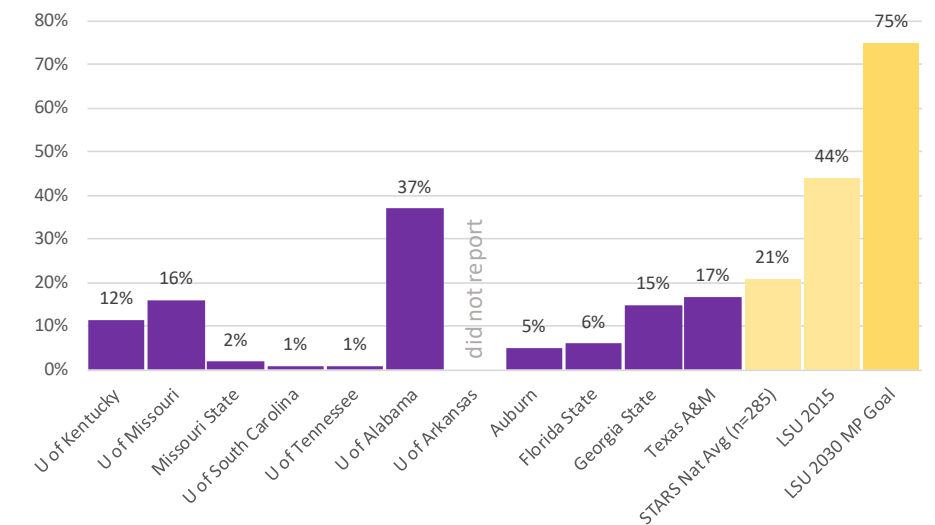
- **75% of dining services** food and beverage expenditures that are local and community-based (44% in 2015 according to Princeton Review Rankings for LSU)
- **25% of total dining services and food purchases** comprised of sustainably produced animal products

### STRATEGIES

- Work with Faculty on developing a Sustainable Agriculture/Food Systems Minor and Major
- Continue to expand edible landscape program, such as Student Government satsuma tree groves
- Develop a campus composting program (see Waste Reduction & Recycling section)
- Work with faculty, students and Student Government to develop a campus farm for purposes of teaching and research
- Phase out Styrofoam use on campus
- Consider establishing a Campus Farmer's Market from food grown on campus
- Continue to formally partner with the Sustainable Agriculture

program in the College of Agriculture, including promotion and funding of the student-run Hill Farm Farmer's Market

- Expand the "trayless" dining program by converting all dining halls to a plate- only dining experience. Market to both current and prospective students the sustainable choice of this program
- Promote "Refills Not Landfills" Campus Sustainability program (in conjunction with grant from Keep Louisiana Beautiful) past the grant period to encourage campus community to reuse containers
- Provide discounts to patrons who use reusable bottles and containers
- Revamp to-go boxes with durable plastic containers that can be returned for cleaning in exchange for tokens, payment, etc.



### PERCENT OF FOOD PURCHASES THAT ARE LOCAL

Source: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).



STUDENT TENDING CAMPUS GARDEN



STUDENT TENDING CAMPUS GARDEN



LANDSCAPE, GROUNDS AND FOOD





# 5.0 IMPLEMENTATION PLAN

## BACKGROUND: STRATEGIC CAPITAL PLAN

Recognizing that the Comprehensive and Strategic Campus Master Plan will serve as an excellent tool for managing the long term outcome of the campus, it was evident in the early stages of development that a shorter term, practical implementation plan would be of utmost importance. “Strategic” was included in the title of the overall effort since conception, specifically relating to the development of a strategic implementation plan. Later in the process with development of the Master Plan Vision Statement, the word “practical” was added, specifically to ensure that the Master Plan would allow for a practical outcome. The initial intent along with the later recognition of the importance of a practical plan have resulted in the development of the implementation plan which will be referred to as the Strategic Capital Plan. **The more specific intent for the Strategic Capital Plan was to generate a comprehensive organization of improvements to the campus of all types (buildings, grounds and infrastructure), that establishes integrated priorities aligned with a strategic and common academic purpose as defined by the newly created Academic Strategic Plan.**

It was initially conceived that the shorter term would define a ten year funding period, which would likely have a 12-15 year implementation period that would be inclusive of ALL campus development, regardless

of potential funding source or contracting entity. Developing such a comprehensive plan would allow the university to better understand the priorities and most efficient sequencing of projects, to which potential funding sources could then be applied, rather than prioritizing and sequencing projects based on potential funding. The development of such a plan would have two distinct benefits:

- To create a financial and fundraising planning tool, and
- To create a coordination, sequencing and physical planning tool for project coordination, inclusive of those projects that are already funded.

Furthermore, it was anticipated that the Strategic Capital Plan would be a “living” plan, with the intent that the University would review and update the plan at least annually, such that there would always be a ten year outlook for development priorities and sequence on the campus which will be highly driven by where actual enrollment growth occurs on a college and departmental level.

**“Future funding may appear bleak at times, but there is no better time to be strategic than in times when funding is slim to ensure that the investments that are made are done so in the most strategic, organized and efficient fashion, regardless of the timeframe in which the investments are made.”**

**-- Roger E. Husser, Jr., P.E.**

**Assistant VP, LSU Planning Design & Construction**

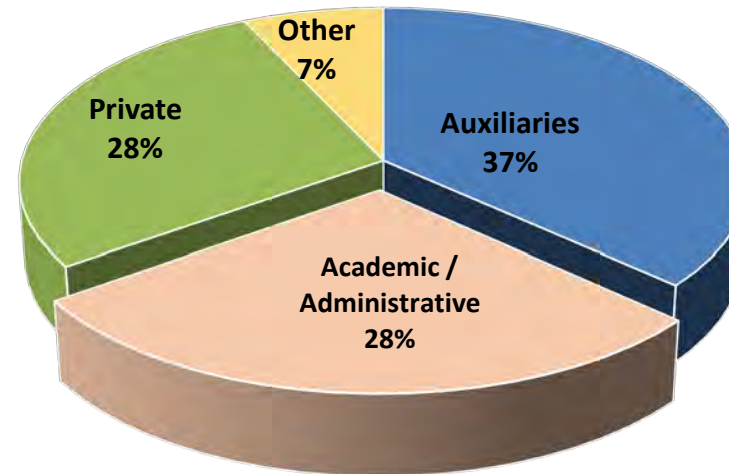
## 5.1 STRATEGIC CAPITAL PLAN

# HISTORICAL DEVELOPMENT

To begin to understand the goals and aspirations for future development targets on the campus it is important to understand the extent of development that has occurred in the past. **Significant investments have been made in the physical campus every single year since the campus was located here in the 1920's.** Of note is that \$1.4 billion has been invested in the campus in the last 14 years since the last master plan was completed, increasing the campus footprint by 3.7 million square feet. As development rates on the campus have varied greatly over the decades, it was determined that the most beneficial information to help project the near future would be to understand the development in the past five years.

Since large capital developments are planned well in advance, it was already apparent which developments would occur through the next fiscal year; therefore, the historical development was analyzed from fiscal year 2013 through fiscal year 2018, a six year period. As can be seen in the charts to the right, \$774 million in development has occurred on campus in this six year period, averaging \$131 million per year, in four major categories. Auxiliary projects were generally self-funded while Academic/Administrative projects were generally funded from State Capital Outlay funds. Private funds represent two primary sources, LSU Foundation and Tiger Athletic Foundation. Approximately half of the Private funding, or 14%, was provided to directly support the academic mission of the university through projects fundraised by the LSU Foundation. The result is that 42% of the overall funding was utilized for development to directly support the Academic/Administrative mission of the university and the remaining 58% was utilized to support the Auxiliary and related missions of the university, primarily in the residential life and athletic areas.

Project Funding FY13-18 Totals



- **\$774 million total**
- **42% invested in the Academic campus from all sources**
- **58% in Auxiliaries and Other**

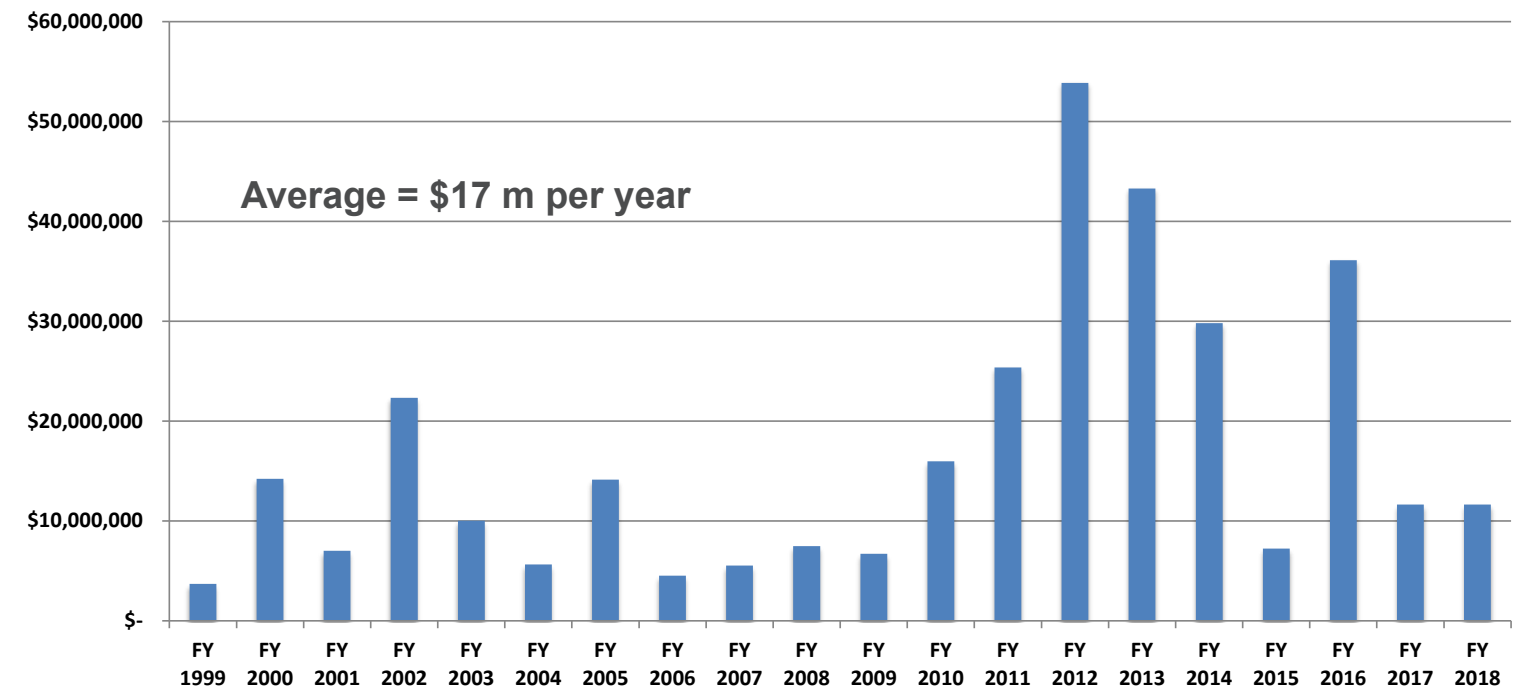
PROJECT FUNDING FY13-18 TOTALS			
Source	FY13-18 Totals	%	Count
Auxiliaries	\$283,933,479	37%	635
Academic / Administrative	\$221,246,657	28%	568
Private	\$214,829,285	28%	70
Other	\$54,374,794	7%	10

CAPITAL PROJECT FUNDING SOURCE & PROJECT TYPES:  
FY 13 - FY 18

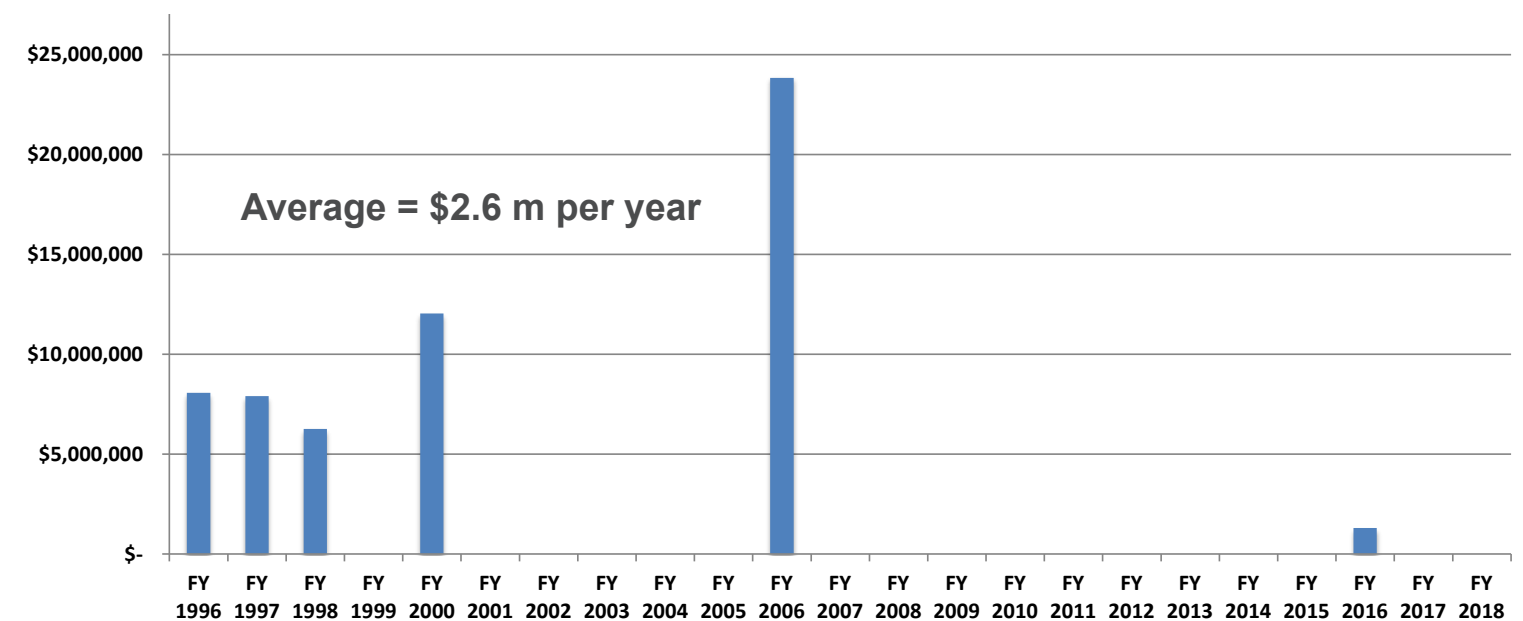
Additionally, as part of the historical analysis, the annual State Capital Outlay and State Deferred Maintenance funding invested in the University was analyzed for the past 20 years, representing the two funding sources provided directly from the State legislature. As evident in the charts on the following page, State Capital Outlay funding has been provided each and every year with varying ranges and averaged \$17 million per year, with an upswing in recent years that creates a \$26 million per year average for the last five years. State Deferred Maintenance funding has been very sporadic with very little funding provided since 2006, averaging \$2.6 million per year. **Total funding from the State legislature has averaged \$28.6 million for the last five years.**

As part of the further historical analysis, and how it may relate to future projections, the 'Annual Campus Development' chart on the "Outcome" page identifies total annual funding for the six year period along with projections of currently planned projects through 2021. These projected projects do not represent the entirety of the Strategic Capital Plan for these upcoming years, only those projects that were already planned with full intent to be funded. In summary, the chart identifies the historical statistics of investments in the campus inclusive of currently planned and funded projects. The data clearly identifies that the already planned development on the campus through 2021 represents a significant annual investment increase than has occurred in the past, signifying the need for a well-developed Strategic Capital Plan to guide future development.

<b>FY13- FY18</b>	
Total Project Expenditures	\$774 m
Average Annual Project Expenditures	\$131 m
<b>FY18 - FY21</b>	
Total Project Budgets	\$834 m +
Average Annual Project Budgets	\$208 m +
<b>Average Capital Outlay (GOB) per Year</b>	
Last 20 Years	\$17 m
Last 10 Years	\$24 m
Last 5 Years	\$26 m
Average Deferred Maintenance (20 yr.)	\$2.6 m



HISTORICAL LEGISLATIVE CAPITAL OUTLAY FUNDING



HISTORICAL LEGISLATIVE DEFERRED MAINTENANCE FUNDING

CAPITAL PROJECT HISTORICAL FUNDING STATISTICS

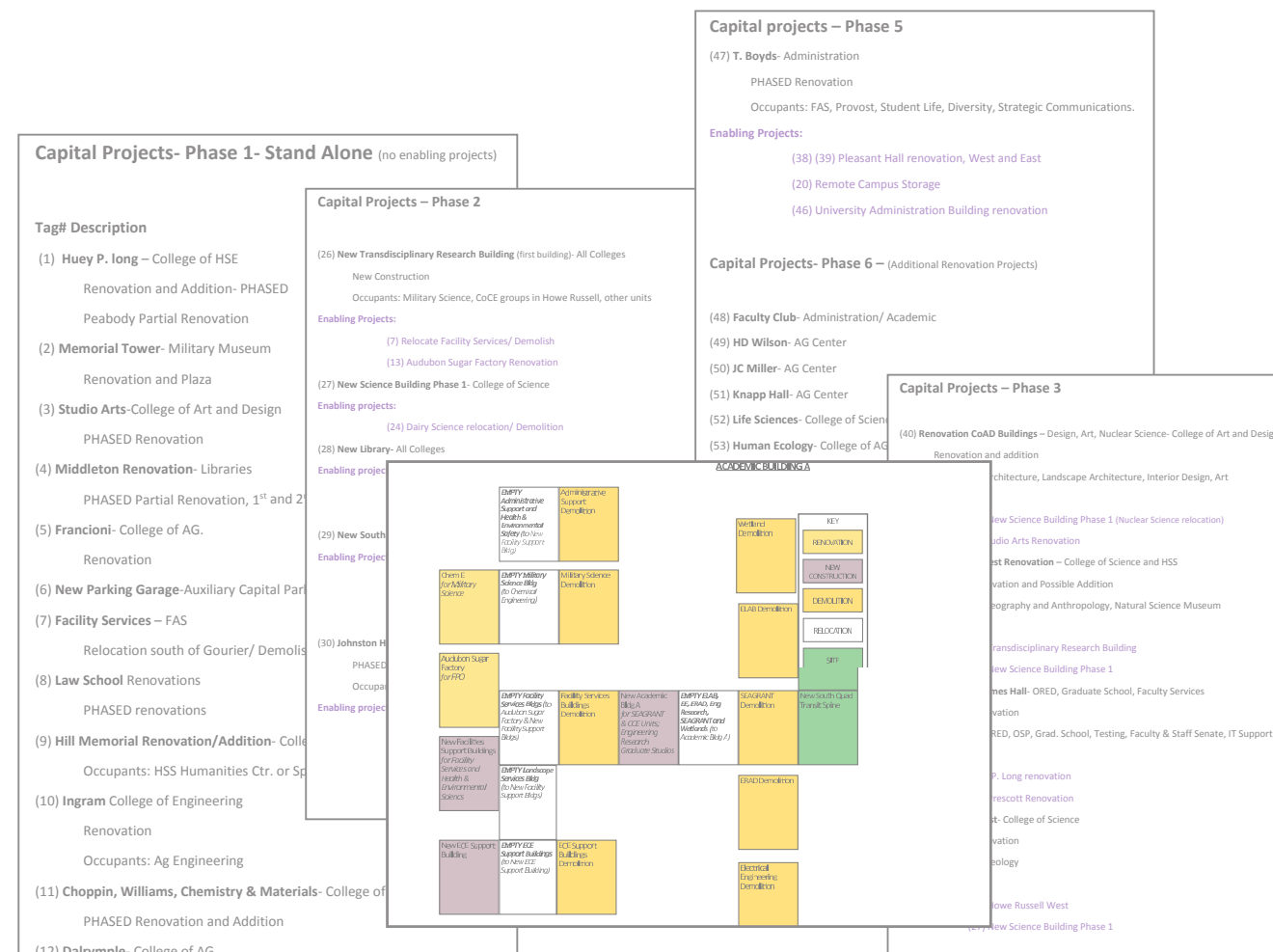
## 5.1 STRATEGIC CAPITAL PLAN

# STRATEGIC CAPITAL PLANNING PROCESS

The process of developing the recommended Strategic Capital Plan to create the most efficient sequence of development is very complex due to numerous factors involved. Factors that affect the priority of a particular project include academic priority, building or infrastructure condition and others, coupled with other deciding factors such as swing space needs and efficient order to address departmental fragmentation issues. Factoring in the various project types such as new buildings versus renovations, site, utility and other infrastructure needs and how they relate to the sequence of building improvements, etc. leads to a very complex analysis.

Additionally, in many cases, one project may need to occur to allow or enable another project to occur, referred to as an “enabling” project, although the enabling project may not be the highest priority. **An example would be a high priority to construct a new building called Building A, but to do so we must renovate Building B to allow a group to relocate to it from Building C, so Building C can be demolished to construct Building A.** In this scenario, somewhat lower priorities need to occur first to make way for the high priority projects. Allowing for swing space to accommodate groups as their buildings are renovated is also a component of the plan. Part of the efficiency consideration as well was to minimize relocations and disruptions of the faculty and staff to achieve “defragmentation” and better organize the locations of associated groups on campus. This also results in somewhat lower priorities being recommended ahead of other higher priority projects to minimize disruptions and efficiently move through a sequence of building renovations. **In many cases, lower priorities should be completed first to make way for the higher priorities.** The excerpts to the right represent

the methodologies used to work through the complex sequencing and analysis to develop a logical and efficient plan.



STRATEGIC CAPITAL PLAN SEQUENCING METHODOLOGY (PROCESS EXAMPLES - NOT FINAL PLAN)

## 5.1 STRATEGIC CAPITAL PLAN

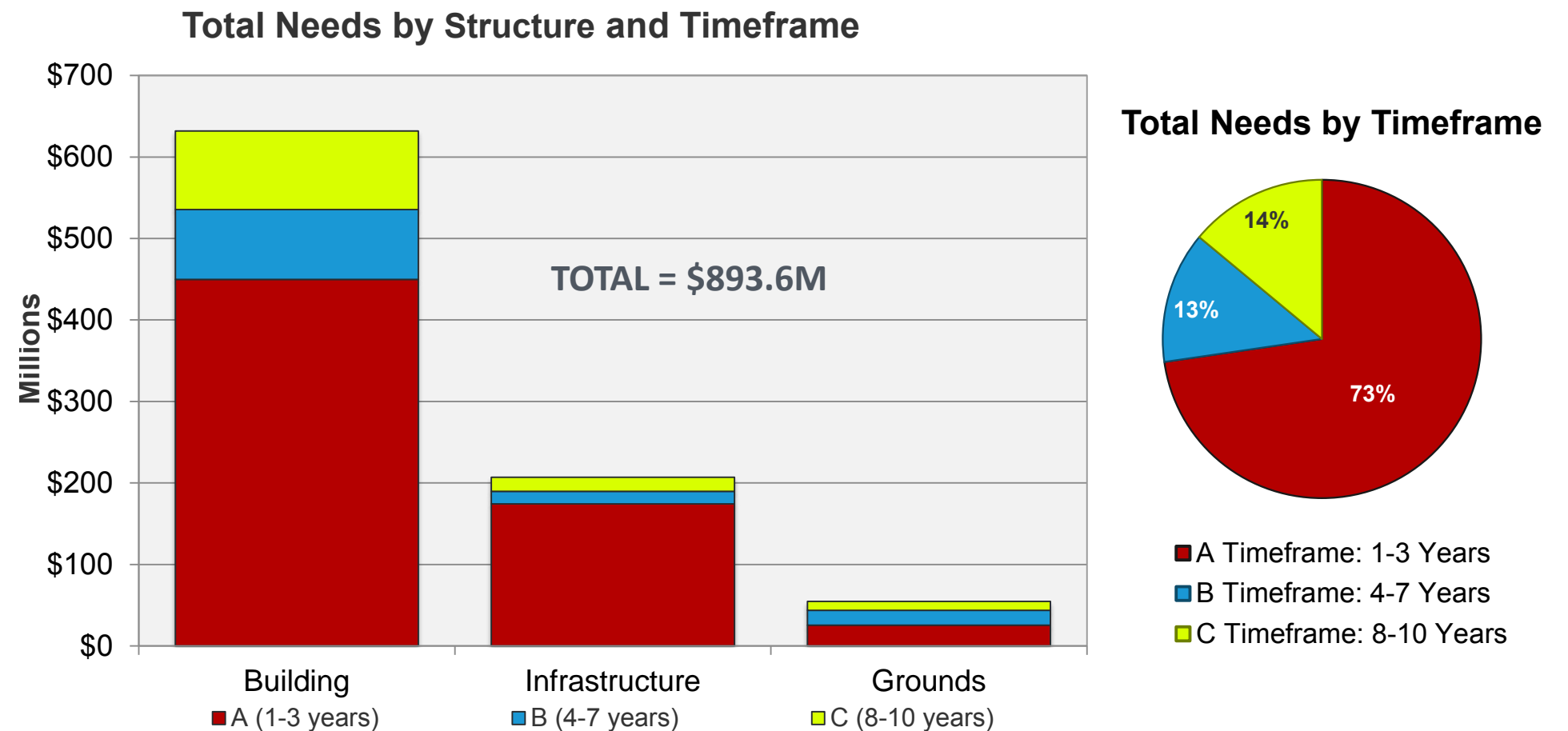
# DEFERRED MAINTENANCE

The Sightlines Building Portfolio Solutions process at LSU included a review of existing inventories/studies, a physical campus walkthrough of each building, interviews with supervisors and multiple qualitative reviews with LSU Facilities Administration. These combined efforts culminated in an \$893.6 million project list of current and upcoming need - organized by timeframe, sub-system and by building. This substantial backlog of deferred maintenance figure represents the total current and upcoming need through 2026. A significant portion of this need falls into 'Timeframe A' – 73% – these are needs that are currently past due, or that will be coming due in the next 1-3 years (see figures to the right). The incremental approach that has traditionally been used to address deferred maintenance needs with State Deferred Maintenance funding has only allowed for addressing small, highest priority needs within individual buildings. This methodology does not allow for the efficiencies that can be achieved by addressing all deferred maintenance needs within a building at once. **Additional analyses of some specific buildings on the LSU campus indicate that it can cost twice as much, or more, to incrementally address deferred maintenance needs with the traditional approach as opposed to addressing all of the needs at once through complete renovations.** Additionally, the traditional incremental approach does not allow for upgrading the buildings to meet the current and future programmatic and pedagogical needs as intended by the Master Plan.

As part of the initial Strategic Capital Plan that has been developed, along with the continual intent to keep it updated, investing in the existing buildings in lieu of constructing new has been a very strong priority. The process of doing so will have

## Total Identified Deferred Maintenance Needs: \$893.6M FY17-FY26

Needs Broken Out by Structure: Building, Infrastructure, and Grounds; Needs Broken Out by Timeframe: A, B and C



TOTAL IDENTIFIED DEFERRED MAINTENANCE NEEDS

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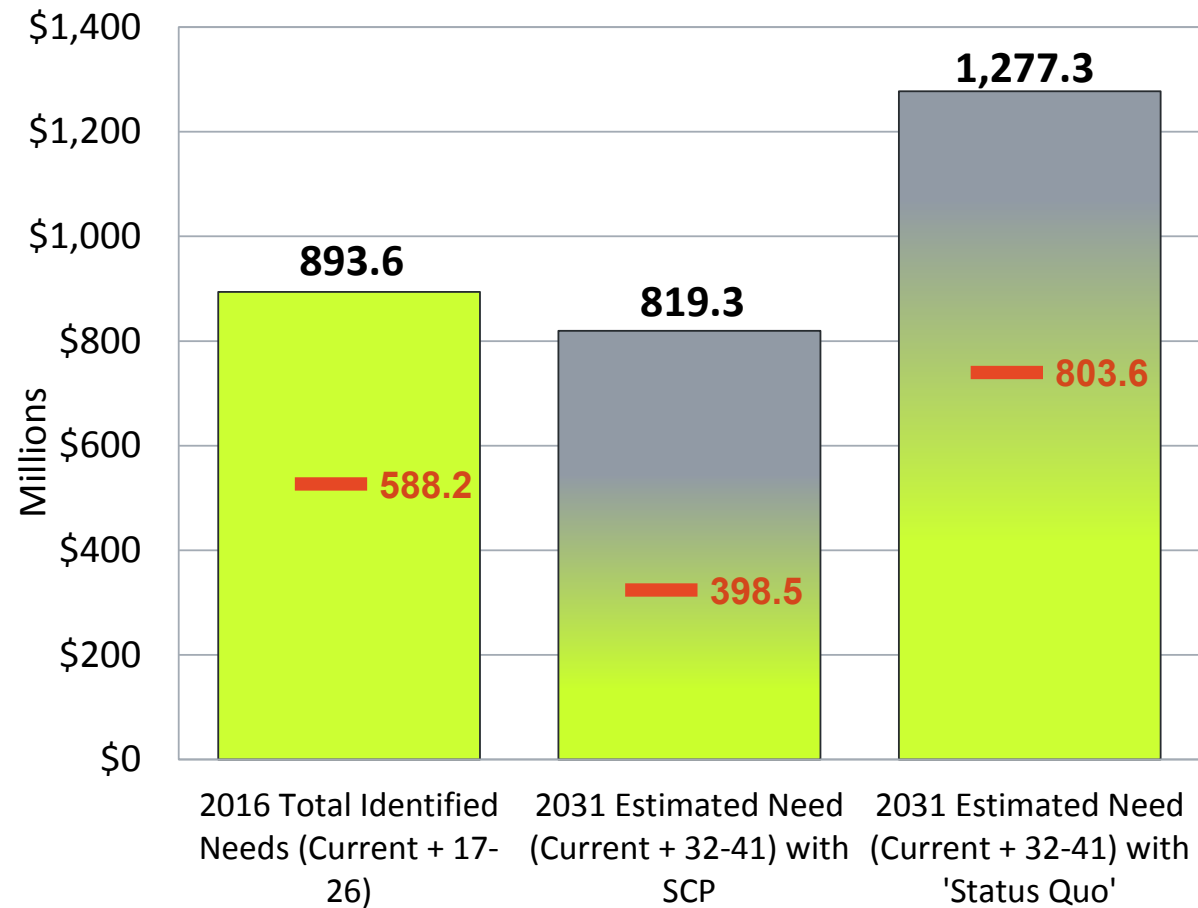


a significant impact on addressing the major deferred maintenance backlog that exists on campus through complete renovations of these buildings, while utilizing portions of available deferred maintenance funding to address needs in buildings that are not intended to be renovated in the near future, along with investing in repairs to infrastructure. Additionally, demolishing buildings that have served

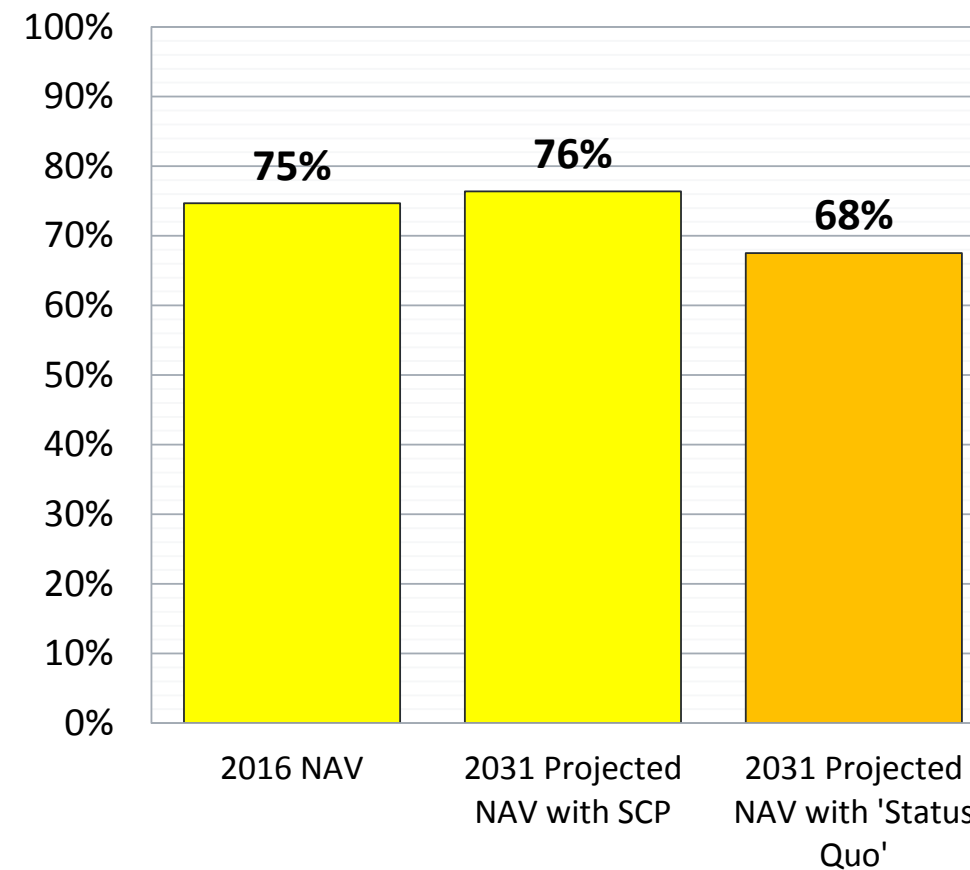
their useful life, which generally are smaller buildings occupying large footprints and have very high deferred maintenance needs, as well as higher operational costs is another means of addressing the deferred maintenance backlog. Removing these buildings allows for addressing the extreme deferred maintenance needs in a different way. The figure below identifies the impact the Strategic Capital Plan

can have on the deferred maintenance backlog, as compared to the projection of deferred maintenance needs on the LSU campus if we continue with the historical strategy.

**Projected Impact to Identified Need**



**Projected Impact to NAV**



Backlog Portion of Identified/Estimated Need

“Backlog” = sub-systems that have already failed, are performing at a decreased efficiency and/or are performing at an increased cost. Model assumes that the additional accumulated deferral will not be in backlog by 2031, but will be coming due between 2032-2041.

PROJECTING IMPACT OF THE PROPOSED STRATEGIC CAPITAL PLAN VS. MAINTAINING THE STATUS QUO

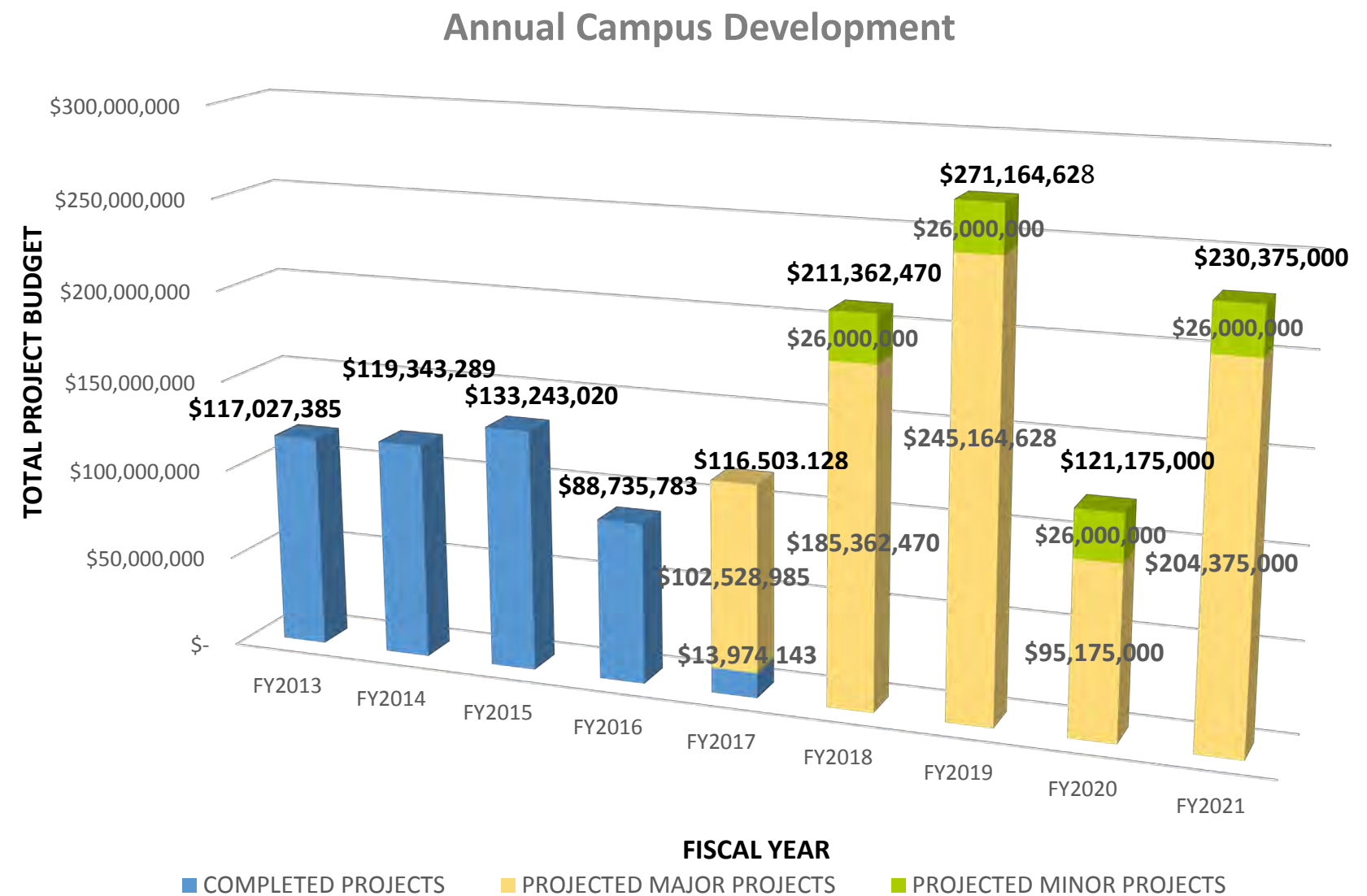
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## 5.1 STRATEGIC CAPITAL PLAN

### OUTCOME

After thoroughly analyzing the long term needs and associated costs, along with the necessary sequence of enabling projects, it became apparent that a longer term 15 year outlook for funding would be more suitable than the initially conceived 10 year outlook, resulting in an 18-20 year implementation plan. **It is conceivable, based on the historical development information and the outlook moving forward for the next 15-20 years that developments on campus could easily exceed \$3 billion, increasing the campus building square footage by one to two million square feet, in the next 10-15 years.** Several factors support this projection:

- \$1.4 billion has been invested in the campus in the last 14 years resulting in a net add of 3.7 million square feet. To achieve this same level of development would require \$1.8 billion in today's costs due to inflation over the past 14 years.
- The onset of significant public-private-partnerships (P3) on campus, particularly in residential development, among other factors, is already accelerating the development as shown in the figure to the right, being the primary contributor to nearly \$1 billion in total investment from all sources in just this five year period.
- There is intent by the LSU Foundation to significantly increase private fundraising in multiples of historical levels, which could result in hundreds of millions of dollars in additional investment in the campus as compared to the past.



CAMPUS DEVELOPMENT: FY13 -FY21

A flow chart methodology, coupled with a complex worksheet were utilized to assemble the Strategic Capital Plan. The full outcome of each are included in the Appendix in Project Groups. The figure on page 156 provides a recent example of the complexities of development on the campus, enabling projects and project sequencing. **This sequence of projects could have benefited greatly from long term foresight and planning as the Strategic Capital Plan provides, reducing costs and shortening schedule.** To summarize this information, the Strategic Capital Plan that has been developed through the process defined allows for a \$3 billion development plan, in current dollars, with approximately half of the improvements projected being facilities that directly support the primary academic mission of the University and the other half being auxiliary facilities, as seen in the summary to the right.

As identified in the summary on the next page, the Historic Core Group and Misc. Standalone Group represent a significant portion of the plan, signifying a substantial investment in existing buildings, reducing the Deferred Maintenance Backlog. Also of note is the significant value for the Future New Buildings Group (shown in green) which would only be built if enrollment actually grows as anticipated.

Additionally, the \$500 million (shown in blue) for future Auxiliary development is purely a projection based on historical investments with no project specificity. Unlike Academic projections, it is difficult to project residential needs and athletics growth into the distant future.

**Lastly, the overall plan suggests a \$212 million annual development for the next 15 years, which is very close to the actual annual development to occur in the next four years.**

Two considerable factors will have an impact on the overall value of the expenditure over any given time: one, when the individual projects within this plan are actually procured and occur will determine the inflationary value that will be applied and two, it is very likely that significant additional auxiliary projects may occur in the future that we are not able to be project at this time. The actual level of investment, growth and development recommended in the initial 15 year funding plan is primarily dependent on availability of funding, and will be so in successive rolling 15 year plans going forward. **The sequencing plan that has been developed defines the most logical and efficient sequence, with the priority factors utilized, regardless of the actual timeframe in which this level of development would occur.** The approximate \$3 billion development plan could certainly occur over a longer period than 20 years, and could also be accelerated in a shorter timeframe if funding availability is realized sooner. **The Strategic Capital Plan provides a tool to ensure there is a plan to support whatever the level of investment in the campus becomes and ensure the most logical and efficient method and order is used to address the defined priorities.**

	Total Project Cost	Deferred Maint. Addressed	Net Asset Value	% of Expense Deferred Maint.
FUNDED ACADEMIC PROJECTS - CURRENT GROUP:	\$ 127,738,990	\$ 33,638,990		26%
<b>TOTAL ACADEMIC FUNDED:</b>	<b>\$ 127,738,990</b>	<b>\$ 33,638,990</b>		26%
SOUTH ACADEMIC DISTRICT - INITIAL GROUP:	\$ 190,897,034	\$ 58,621,400	58%	31%
LIBRARIES GROUP:	\$ 200,989,940	\$ 70,116,400	54%	35%
<b>HISTORIC CORE GROUP:</b>	<b>\$ 447,737,763</b>	<b>\$ 220,384,000</b>	<b>46%</b>	<b>49%</b>
SCIENCES GROUP:	\$ 188,402,400	\$ 31,089,000	69%	17%
VET SCHOOL GROUP:	\$ 18,675,000	\$ -		0%
<b>MISC. STAND ALONE PROJECTS GROUP:</b>	<b>\$ 162,411,136</b>	<b>\$ 77,537,300</b>	<b>50%</b>	<b>48%</b>
FUTURE NEW BLDGS. FOR GROWTH GROUP:	\$ 242,435,520	\$ -		
SITE/INFRASTRUCTURE DEFERRED MAINT.:	\$ 120,000,000	\$ 120,000,000		
<b>TOTAL ACADEMIC/ADMIN. NOT FUNDED:</b>	<b>\$ 1,571,548,793</b>	<b>\$ 577,748,100</b>	<b>56%</b>	<b>37%</b>
<b>TOTAL ACADEMIC:</b>	<b>\$ 1,699,287,783</b>			
<b>PROPOSED STATE FUNDING (15 YEARS):</b>	<b>\$ 450,000,000</b>	*\$30 m per yr. in Capital Outlay and Deff. Maint.		
<b>BALANCE TO FUND:</b>	<b>\$ 1,121,548,793</b>			
<b>AVERAGE ACADEMIC INVESTMENT PER YEAR:</b>	<b>\$ 113,285,852</b>			

ACADEMIC PORTION OF STRATEGIC CAPITAL PLAN:		SQ. FT.
* Demolishes 19 Buildings		925,000
* Renovates 52 Buildings - (Average NAV 51%)		2,750,000
* Builds 7 major new Buildings to meet current need		1,350,000
* Builds 3 additional academic buildings for future enrollment growth		675,000
* 9 stand alone roadway projects		
* 18 stand alone site projects (plus site improvements within building projects)		
* 2 utility projects (plus utility/infrastructure improvements within projects)		

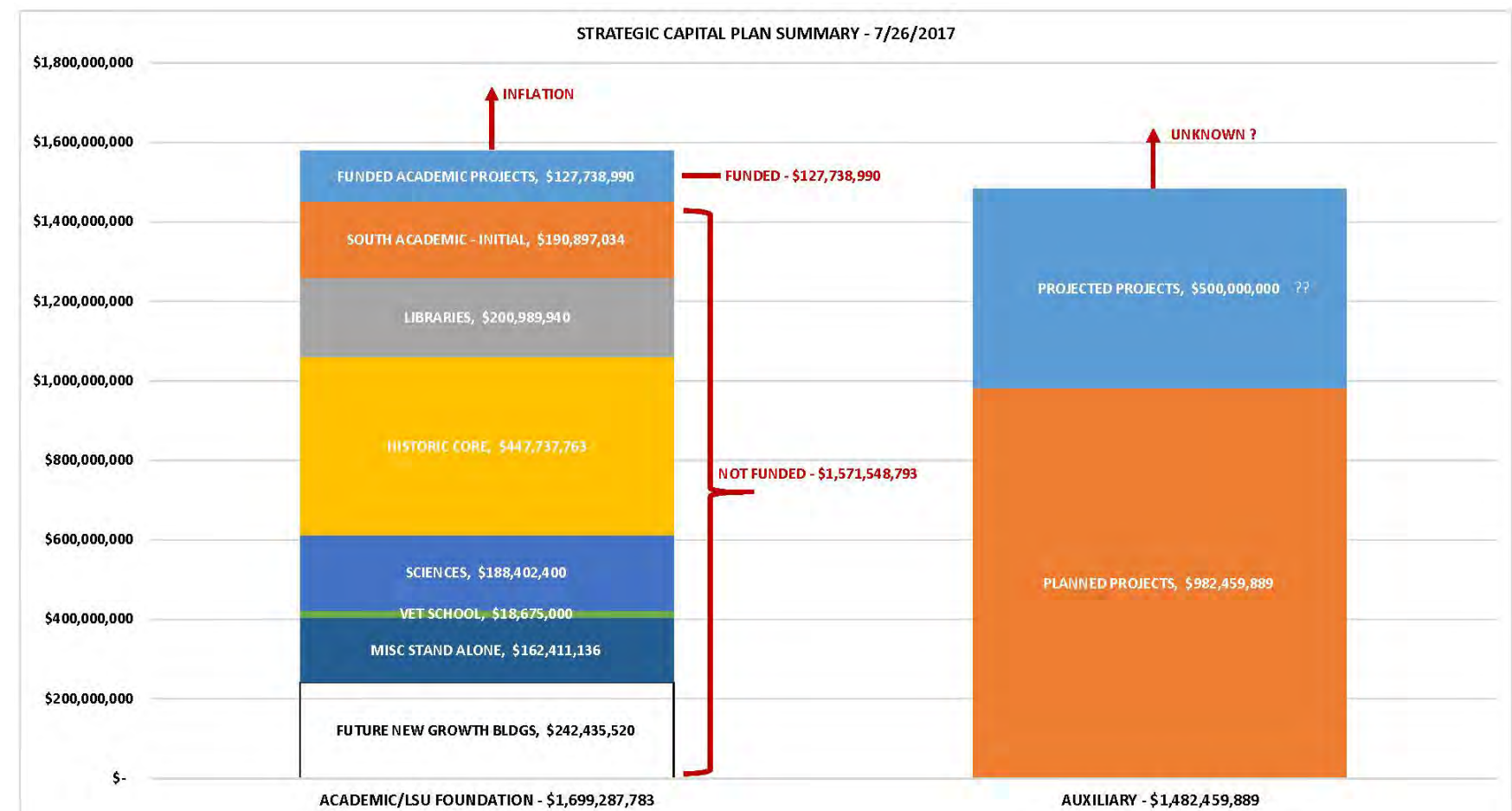
	Total Project Cost	Deferred Maint. Addressed
AUXILIARY/TAF/OTHER GROUP:	\$ 982,459,889	\$ 10,814,000
Additional Auxiliary/TAF/Other:	\$ 500,000,000	
<b>TOTAL AUXILIARY:</b>	<b>\$ 1,482,459,889</b>	<b>\$ 10,814,000</b>
<b>AVERAGE AUXILIARY INVESTMENT PER YEAR:</b>	<b>\$ 98,830,659</b>	

<b>GRAND TOTAL:</b>	<b>\$ 3,181,747,672</b>	<b>\$ 622,201,090</b>
<b>GRAND TOTAL INVESTMENT PER YEAR:</b>	<b>\$ 212,116,511</b>	

\*\*\* Total Deferred Maintenance Need is \$893,610,000



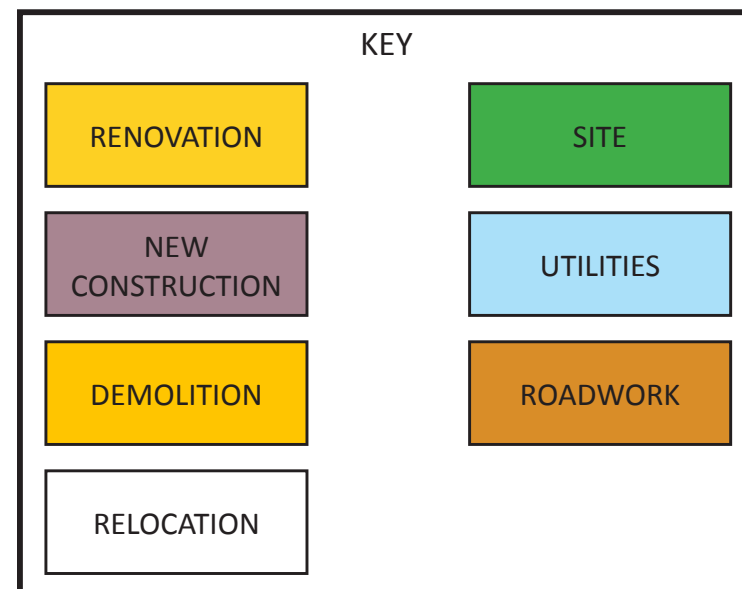
STRATEGIC CAPITAL PLANNING SUMMARY (2017 COSTS)

### Engineering/Business Group - Past Example

New Landscape Services	Demo Landscape Services	Utilities for BEC	New Business School (BEC)	BEC Site	<i>Eng relocates to Business Space</i>
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BAE Storage Addition	Demo BAE Storage Bldg	New Career Svcs in Union	<i>Eng relocates to Career Svcs space</i>
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New Displaced Parking	Patrick Taylor Phase 1	<i>Eng relocates to PFT Phase 1</i>	Swing Sp Renov Jesse Coates (2)	Patrick Taylor Phase 2	<i>Eng relocates to PFT Phase 2</i>
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Swing Sp Renov Audobon Sugar
Swing Sp Renov Old Forestry
Swing Sp Renov Ingram
Swing Sp Renov Jesse Coates (1)

Demo Old Forestry	Complete Patrick Taylor Site Work
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PROJECT PACKAGE/GROUP EXAMPLE

## 5.1 STRATEGIC CAPITAL PLAN

# FUNDING STRATEGY AND PROJECT BUNDLING/GROUPS

With the fully developed \$3 billion needs portion of the Strategic Capital Plan expected to occur over the next 18-20 years, and the intent to always maintain a 15 year funding outlook going forward, a methodology to establish intended funding sources into the future is necessary. The auxiliary projects will continue to be self-funded through traditional sources such as self-generated cash, revenue bonds, private fundraising specific to the auxiliary, and public-private partnerships. Considerations for funding the \$1.5 billion Academic portion of the plan will likely continue to be a mix of primarily state capital outlay funds and private fundraising, with some lesser amount being self-generated. However, it is anticipated and expected that the LSU Foundation will significantly increase private fundraising for LSU with a major campaign to be initiated in the very near future. With the major portion of the future academic development expected to be funded with private funds, different strategies for project funding and implementation can be anticipated. **Several of the recent and current major academic projects on campus have generally been funded with 50% private and 50% capital outlay funds. However, with the intent for major fundraising, the private to capital outlay ratio for academic projects will be closer to 65%/35%. Accounting for full investments in the overall academic plan, including auxiliaries, results in the state legislature only providing 18% of total capital investment in the future.** In this arrangement, it is recommended that the primary academic building renovations and new buildings would best be funded from private funds, with the associated deferred maintenance infrastructure needs, primarily street, sidewalk and utility infrastructure, and demolition being funded from Capital Outlay funds. This creates a scenario that allows the major projects to be implemented more efficiently with private funds,

while still relying on state funding to help support improvements on the campus. Additionally, Board of Regents and the State Legislature have both recently expressed interest in the need to focus state funding on deferred maintenance needs, rather than new buildings, and the Strategic Capital Plan not only focuses on addressing the deferred maintenance backlog but specifically allows for available state funding to be invested in it.

Furthermore, one of the challenges that we will continue to face both private and state funding is the challenge to increase interest in funding the “unglamorous” portions of the plan. Recent history has shown that projects with a significant donor base that result in naming opportunities for major new or renovated buildings, coupled with leveraging those private donations to obtain state capital outlay funding, has resulted in certain projects being funded while those without a significant donor base remain unfunded. Additionally, deferred maintenance and infrastructure needs remain inadequately funded as well. **A methodology to address this and ensure that the universities’ collective academic priorities are funded is the concept of “Project Bundling”.** The concept with project bundling to create a collection, or “**Project Group**,” of associated projects as grouped in the Strategic Capital Plan, and seek funding from both private funds and State Capital Outlay for the entirety of the group, effectively funding the “unglamorous” projects along with the “glamorous” projects. An example may be a “Restore the Core” group of projects or a “South Academic and Research District” group of projects, such that funds are raised, both private and through capital outlay, to support the package or group. Individual buildings and site components that have naming value can still be named within the

whole. The recent example related to Patrick F. Taylor Hall and the Business Education Center (see previous page) can be referred to as a Project Bundle or Project Group. It is recommended that the Project Bundling or Project Grouping methodology be used to move the Strategic Capital Plan forward. The example on the previous be represented as a Project Group. With a well developed Strategic Capital Plan ten (10) years ago, this group of projects would have been implemented sooner and for less cost.

**“Success or failure of the Strategic Capital Plan should not be measured in the amount of dollars spent or new buildings constructed in a given timeframe, but rather should be measured by whether the investments that were made were the most strategic and addressed the highest priorities.”**

**-- Roger E. Husser, Jr., P.E.**

**Assistant VP, LSU Planning Design & Construction**

## 5.2 MASTER PLAN GOVERNANCE

# GOVERNANCE: OVERVIEW

Considering that the LSU Master Plan, like most campus master plans, was not created in a vacuum, but rather as an evolution of prior iterations, it is essential that the dialogue that established this continuity carry on beyond the completion of the process. The challenge for the implementation of the Master Plan moving forward will be to build upon the pertinent framework components and guiding principles of the Master Plan while adjusting for new directions and opportunities. Establishing a clear structure and process of Master Plan Governance (decision-making) over multi-year phases of implementation is therefore necessary.

The creation of a Master Plan governance process through which decisions are made will help achieve the following goals:

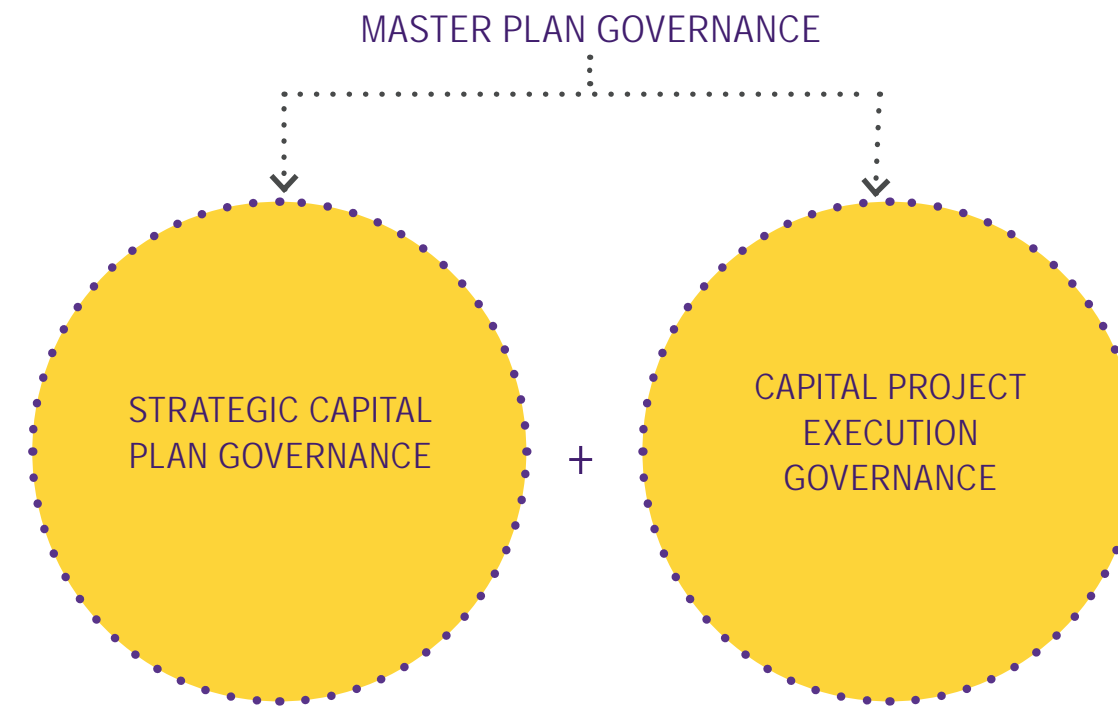
- To ensure continuity between the master planning goals and implementation
- To provide a legacy of advocacy, education and institutional memory to various constituencies throughout the plan's implementation
- To guide project priorities and capital funding process in a way that is consistent with the Master Plan
- To allow thoughtful and informed adjustments to phasing and priorities which are inevitable as the needs and fiscal realities of an institution evolve
- To allow for flexibility within the physical planning context of the Master Plan while still allowing for the advancement of the overall goals and vision
- To ensure that capital planning and investment decisions are informed by the considerations and strategies of the Master Plan
- To dovetail the capital and facilities planning process with the

sustainability and design guidelines process

- To advocate for and communicate the mission driven priorities of the Master Plan and to amend priorities based on any deviation between academic projections and actual growth
- To track progress and update the Master Plan as needed throughout its implementation
- To provide ongoing stewardship of the campus environment, the investment in deferred maintenance and the creation of quality academic and auxiliary space to respond to programmatic needs

The Master Plan Governance structure is composed of two essential processes.

- **Governance of the Strategic Capital Plan process:** Through this process, the University will determine the sequence of implementing projects recommended in the Master Plan which will drive fundraising, and hence campus development, priorities.
- **Governance of the Capital Project Execution process:** Through this process, the University will ensure that the execution of each capital project is in alignment with the Master Plan framework/intent and in keeping with the Design Guidelines, Campus Site and Landscape Standards, and Facility Design Standards and Specifications.



MASTER PLAN GOVERNANCE STRUCTURE

## 5.2 MASTER PLAN GOVERNANCE

# GOVERNANCE OF THE STRATEGIC CAPITAL PLAN PROCESS

Key players in the Governance of the Strategic Capital Plan are as shown in the figure below. It is recommended that a new Strategic Capital Planning Governance Committee (SCPGC) be formed to include key University leadership.

**CAPITAL PROJECT RECOMMENDATION** – It is recommended that the Planning, Design, and Construction (PDC) and University Architect (UA), meet quarterly to review the Strategic Capital Plan progress, review the status of capital project plans, agree on and make changes and amendments to the plans, as necessary. PDC and the University Architect will be responsible for developing recommendations annually for the Strategic Capital Plan based on agreed upon priority factors, including:

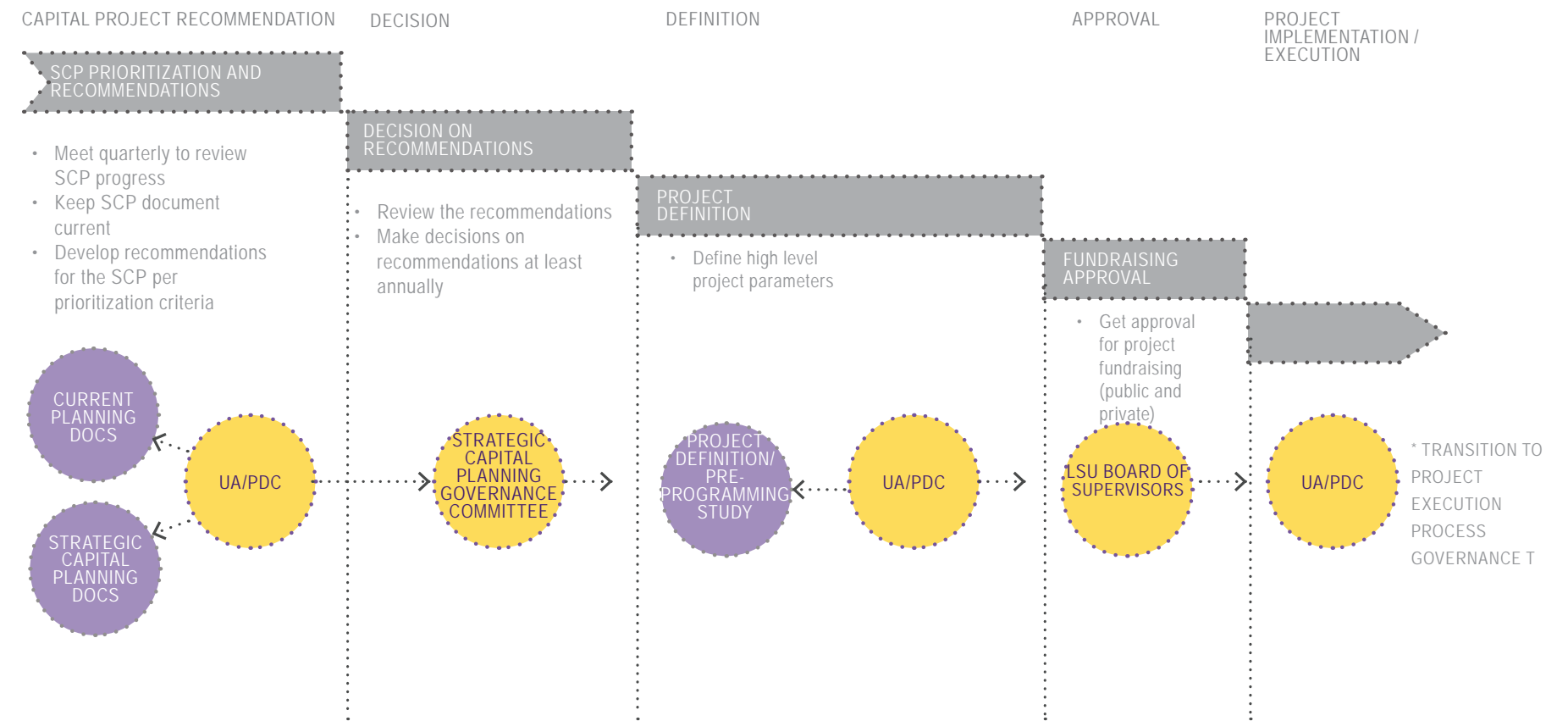
- Academic priority
- Building condition / deferred maintenance needs
- Grounds condition / campus landscape needs
- Utilities and energy infrastructure needs
- Transportation and mobility infrastructure needs
- Historic fabric preservation
- Sustainability priority
- Auxiliary priority
- Donor driven priority

**DECISION** – The Strategic Capital Planning Governance Committee is a decision-making body that will make decisions on the Strategic Capital Plan recommendations made by PDC and the University Architect.

**DEFINITION** – PDC and University Architect will then be responsible for defining high level project parameters (estimated size, cost, timeline) and bringing the recommendations to the Board of Supervisors for approval.

**APPROVAL** – The Board of Supervisors approves the actual fundraising efforts for the public and privately funded projects . After this approval, the project moves into the Project Execution process.

**IMPLEMENT** - The Facility and Property Oversight (FPO), and specifically PDC, will be responsible for managing and implementing the Strategic Capital Plan recommendations with engagement with the University Architect relative to the Design Guidelines. PDC and FPO maintain the necessary continuity between the Strategic Capital Planning process and the Project Execution Process (as described in the following page).



STEPS IN THE STRATEGIC CAPITAL PLANNING PROCESS



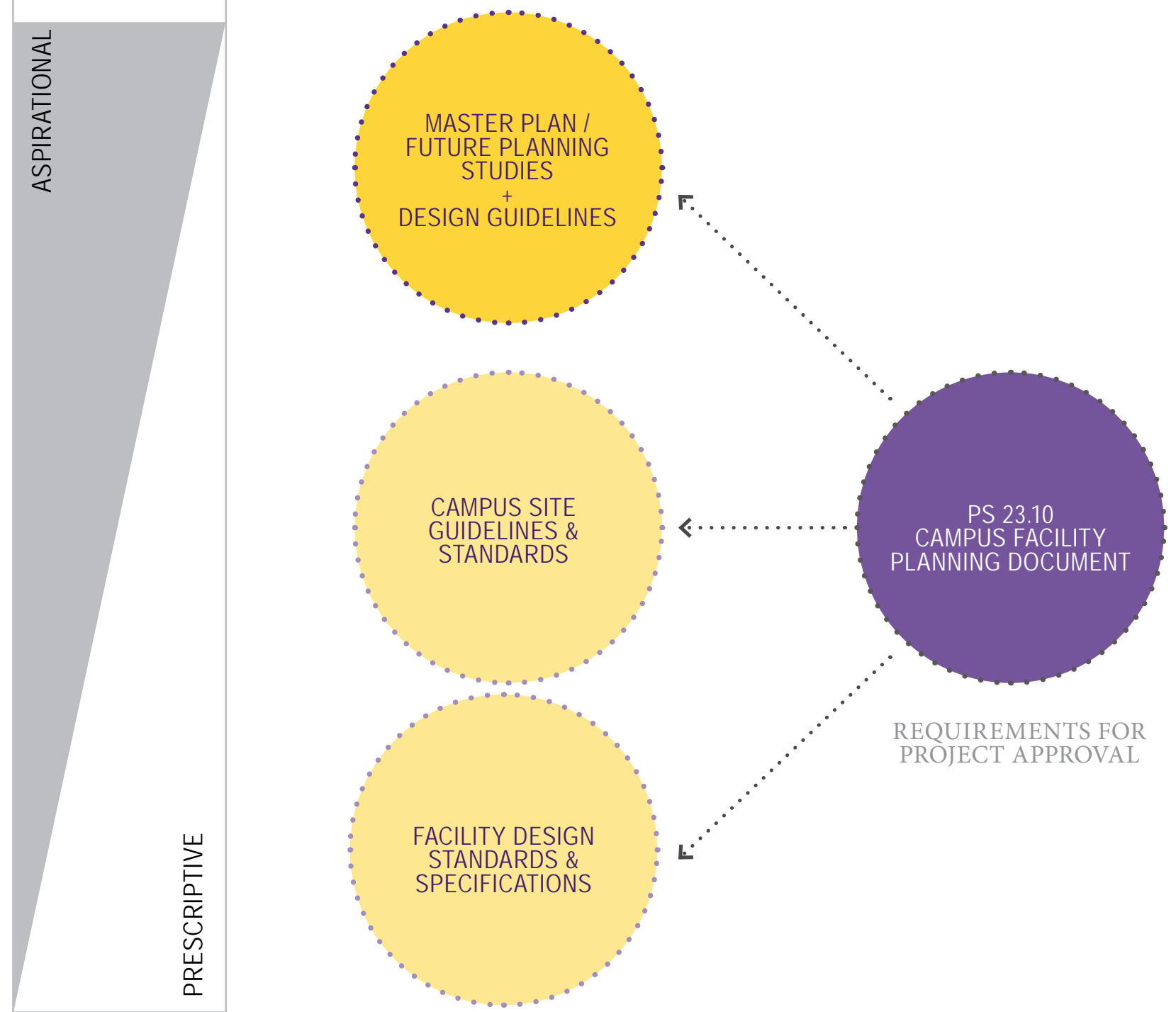
## 5.2 MASTER PLAN GOVERNANCE

# GOVERNANCE OF THE CAPITAL PROJECT EXECUTION PROCESS

The intent of creating a governance structure for Capital Project Execution is to provide a process to ensure that capital projects are executed in alignment with the Master Plan framework and intent (as part of the “approved planning documents” per LSU Statement PS 23.10). The Design Guidelines document (refer Appendix) explains in further detail the intent of the various planning documents.

These approved planning documents, as seen in the figure to the right, provide varying levels of aspirational and prescriptive guidelines. The Master Plan provides the highest level aspirations for campus growth over the centuries and the Design Guidelines provide high level descriptions for how design can achieve those goals. The Site and Landscape Standards (refer to Appendix) and Facility Design Standards and Specifications documents provide more prescriptive requirements for architecture, landscape architecture, and engineering standards. For example, the Design Guidelines might encourage designers to create a building first floor which is public and showcases the activity within in order to create a vibrant campus, while, the Facility Design Standards & Specifications might specifically require use of transparent glass on the building facade.

The draft of Policy Statement 23.10 (PS 23) lays out the process for project approvals, including required submittals at each phase (included in the Appendix)



The key players in the approval process for new construction are shown at right. The Campus Planning and Oversight Committee (CPOC) (currently FODC) is the main review body for new projects and includes representatives from LSU facilities team, departmental faculty, and various campus stakeholders where some members have voting power and some solely provide representation.

Other high-level university leadership who may review a project separately from the CPOC include the LSU Board of Supervisors (BOS), University President, Provost, and those shown in the yellow circles at right.

The four broad steps in the project approval process are as follows:

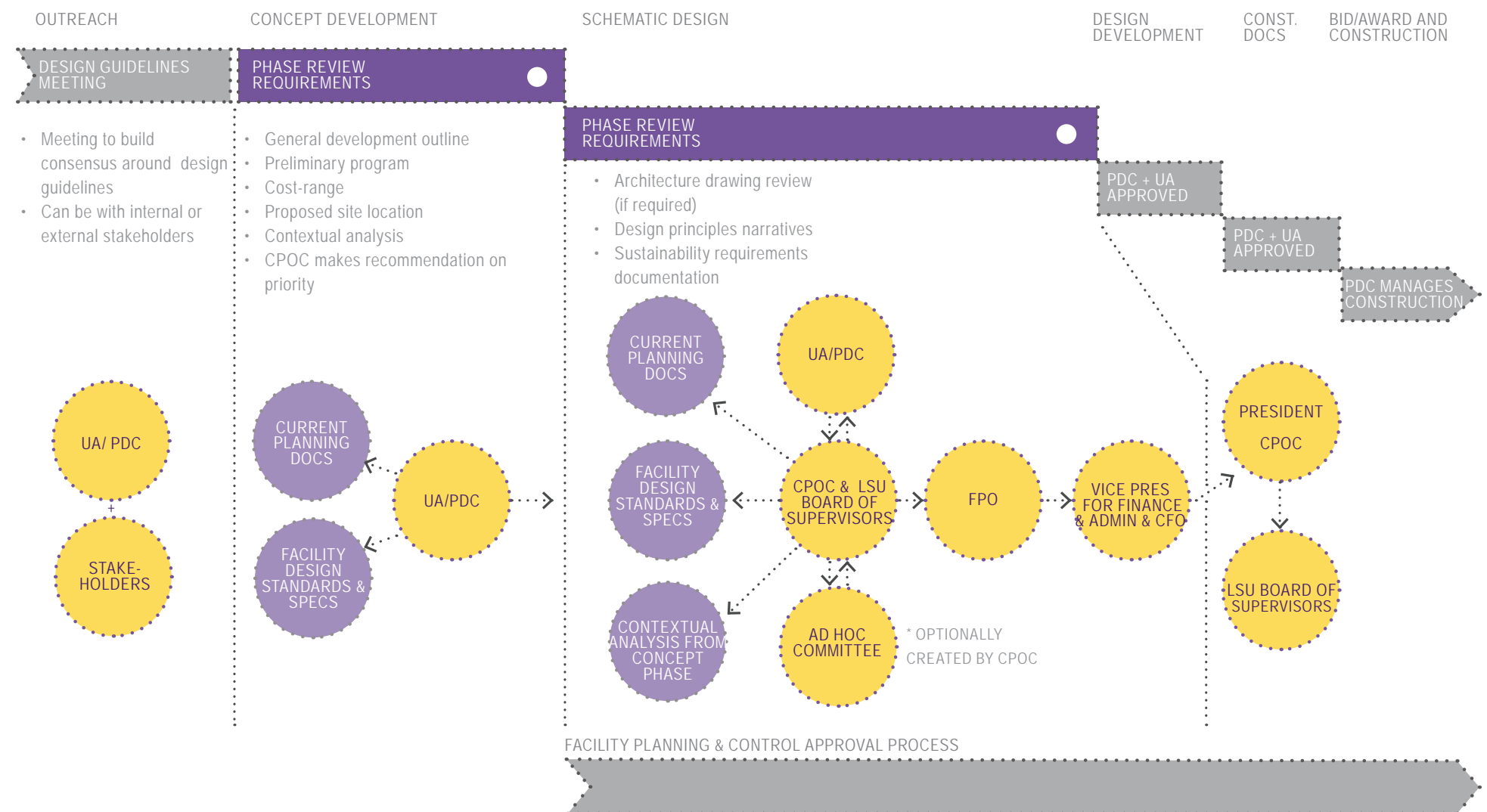
**OUTREACH** - The University Architect (UA) and PDC lead a series of meetings to build consensus about how the project should respond to the design guidelines and goals of the Master Plan. These meetings include project stakeholders and high-level decision-makers should be present. Depending on the project's needs, outreach meetings can also solicit funding.

**CONCEPT DEVELOPMENT** - PDC analyzes and confirms a building site and orientation, building program, budget, and whether this building will be a sustainably-focused building, which requires a higher level of performance and adherence to design requirements. The UA develops a contextual analysis to establish the design intent and context for the project. The UA drafts a contextual design narration.

**SCHEMATIC DESIGN** - The UA works with designers and recommends a design to CPOC and the LSU BOS. The CPOC reviews a schematic building design, narrative about how the building

responds to each principle of the Design Guidelines, a Sustainability Requirement Checklist, and a narrative of how the project meets sustainability requirements. If this project is a sustainability-focused building, the team will also review a narrative responding to the AIA COTE Top 10 framework and a narrative describing the feasibility of meeting a 3rd party certification standard: LEED, Living Building Challenge (full or petal certification), Sites, WELL, or other.

**DESIGN DEVELOPMENT - BID / AWARD** The final construction document completion is managed by PDC, with approval by UA and others to ensure project meets the intent approved by CPOC, high level leadership and the LSU BOS. The goal of this management is to ensure that the design principles and sustainability requirements the team previously identified have been carried through into the construction documents.



STEPS IN THE PROJECT DESIGN APPROVAL PROCESS



# 6.0 APPENDIX

The following additional supporting documents and resources are available at LSU's Office of Planning, Design and Construction.

- A. MASTER PLAN SUMMARY & FINAL PRESENTATION
- B. ACADEMIC SPACE STUDY FINDINGS
- C. ADMINISTRATIVE AND SUPPORT SPACE STUDY FINDINGS
- D. BUILDINGS PORTFOLIO SOLUTIONS (FACILITIES ASSESSMENT) FINDINGS
- E. DESIGN GUIDELINES
- F. SITE AND LANDSCAPE STANDARDS
- G. STORMWATER STUDY FINDINGS & STORMWATER SOLUTIONS KIT OF PARTS
- H. DINING STUDY FINDINGS
- I. WAYFINDING AND SIGNAGE SUPPLEMENTARY DOCUMENTS (DONOR RECOGNITION, GREEK SIGNAGE, RETAIL SIGNAGE)
- J. STRATEGIC CAPITAL PLAN FLOW CHART AND WORKSHEET
- K. SHORT-TERM TRANSIT RECOMMENDATIONS
- L. MOBILITY COMPONENT IMPLEMENTATION MATRIX
- M. COLLEGE OF HUMANITIES AND SOCIAL SCIENCES SPACE DEFRAGMENTATION PLAN
- N. CAMPUS UTILITIES ASSESSMENT FINDINGS
- O. MASTER PLANNING PROCESS MEETING NOTES
- P. ROADWAY NAMING MODERNIZATION PLAN

# 4.0 MASTER PLAN

## OVERVIEW

The Master Plan is the result of more than 100 meetings with multiple internal and external stakeholders and exhaustive research on university needs, planning studies, and higher education trends and in keeping with the spirit of the Master Plan Vision statement.

*Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU's Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment....the Flagship of Flagship Universities.*

Unlike other campus master plans that might focus specifically on facilities or the physical campus environment, the LSU Master Plan has purposely taken on a broad and holistic approach involving every aspect of the University from building and space assessments to future academic growth projects to a specific strategic capital plan that methodically outlines future investment in building, grounds and infrastructure over a fifteen year planning horizon and beyond.

The Master Plan recommendations, therefore, are “comprehensive” and “strategic.” As a comprehensive undertaking, the Master Plan identifies specific purposes of existing and proposed new buildings determined in accordance with specific future academic and other needs as compared to space assessment and projected growth. It also provides detailed recommendations for circulation plans and strategies throughout campus with the goal of improved mobility, including recommendations for street improvements, traffic planning, as well as more specific pedestrian and bicycle infrastructure. Recommendations for landscape improvements as well as preservation of LSU’s historic buildings, sites, and landscapes are integral to the comprehensive plan strategies.

The Master Plan also maps out a strategic capital prioritization and phasing strategy for the fifteen years, identified as the LSU Strategic Capital Plan. Buildings with major renovation needs, as well as the need for new buildings have been identified; all together with parking, site improvements, utilities and other infrastructure needs.

The following pages describe the overall Master Plan vision and recommendations, followed by specific components of the Plan and the implementation strategy. The recommendations are in keeping

with the following guiding principles (and further described in the Executive Summary.)

- *Connect Campus and Community*
- *Celebrate Distinct LSU Campus and Context*
- *Support High Performance Academic and Research*
- *Enhance Student Life*
- *Promote Environmental Stewardship*



LSU CAMPUS PROPOSED MASTER PLAN VISION

## 4.1 MASTER PLAN FRAMEWORK

### “ACADEMIC SPINE”

The natural systems of landform and watersheds indicate the significance of the north-south ridgeline (the bluff) along which the original campus buildings were arrayed. Highest concentrations of students on campus, during the busiest time of the class scheduled days, are also found along this ridgeline making this north-south arc through the campus not only a symbolic and historic element, but also a physical connector of key academic spaces.

The Master Plan reinforces the north-south “Academic Spine” by creating an accessible pedestrian promenade and bicycle corridor along this spine linking the academic buildings and the open spaces along it. A string of new open spaces are intertwined with the Academic Spine and new buildings are organized along it, thereby further reinforcing its identity. The purposeful design of the Academic

Spine make it a primary wayfinding element for the daily campus users as well as visitors.

Looking at the campus as a whole, there are a host of open spaces that need to be connected and celebrated. The Master Plan creates a series of north-south spines that builds on the existing open space systems and complements the Academic Spine. These spines are connected by a network of east-west paths. Together, these connected spines provide an organizational and connective system that stitches the campus fabric. Salient features established by the Master Plan for each of these spines are as follows:

#### THE ACADEMIC SPINE

- Connects the lowland and upland areas of campus.

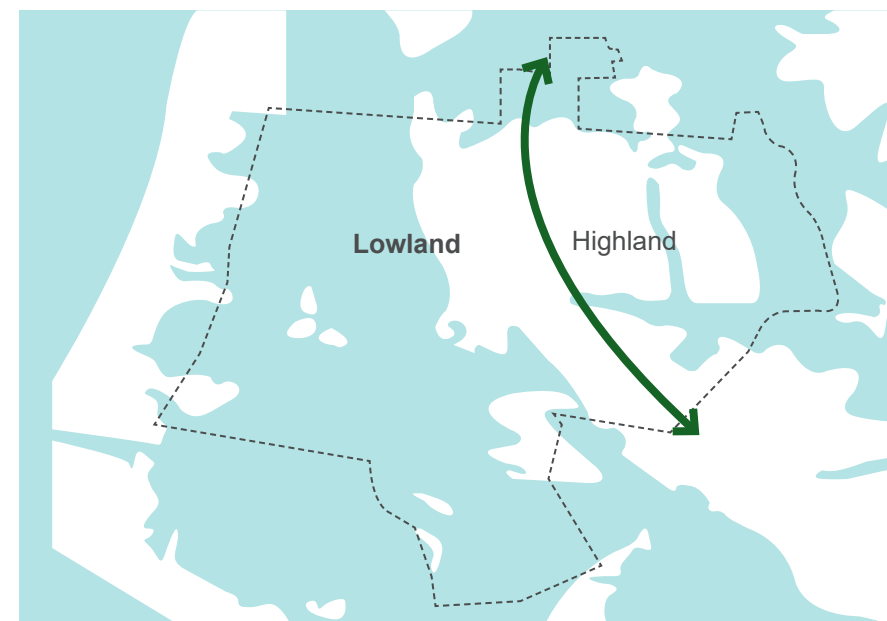
- Complements existing campus academic activity and historic development patterns.
- Links the restored Historic Quad to other key campus open spaces.
- Improves campus-neighborhood connectivity with a clear hierarchy of circulation and wayfinding.

#### WEST COMMUNITY SPINE

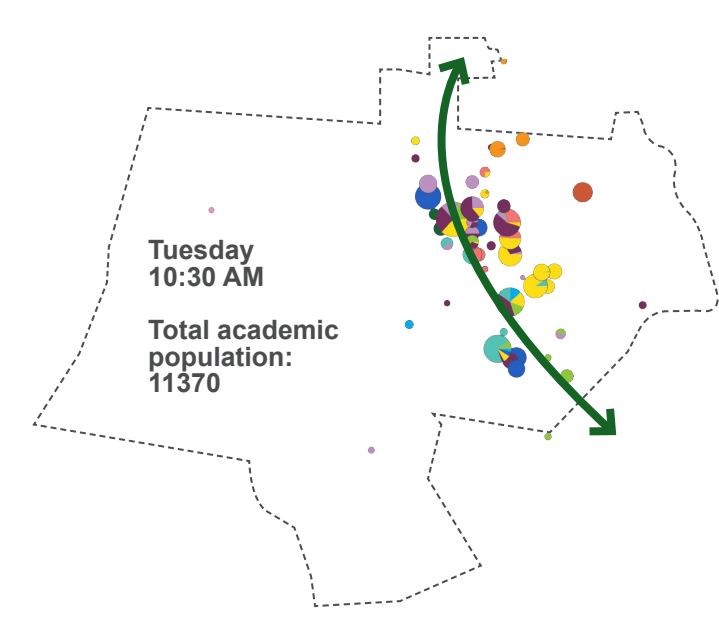
- Acknowledges the historical importance of the Mississippi River to the campus.
- Re-establishes east-west campus connections to the levee commuter path.
- Improves the overall campus environment along the western edge and draw users to it.



CELEBRATING THE HISTORIC “BLUFF”



REINFORCING THE LANDFORM AND WATERSHEDS



CONNECTING KEY ACADEMIC SPACES

### ATHLETICS SPINE

- Improves and leverages the existing channelized bayou.
- Connects campus athletic and recreational fields west of the railroad to key east-west routes.
- Enhances wildlife habitat and stormwater management capacity of the bayou.

### NICHOLSON BOULEVARD SPINE

- Improves the Nicholson Boulevard multi-modal transportation corridor.
- Creates a consistent dense urban tree canopy and pedestrian experience.
- Improves the campus entry experience by integrating the Nicholson developments into campus fabric.

### HIGHLAND ROAD SPINE

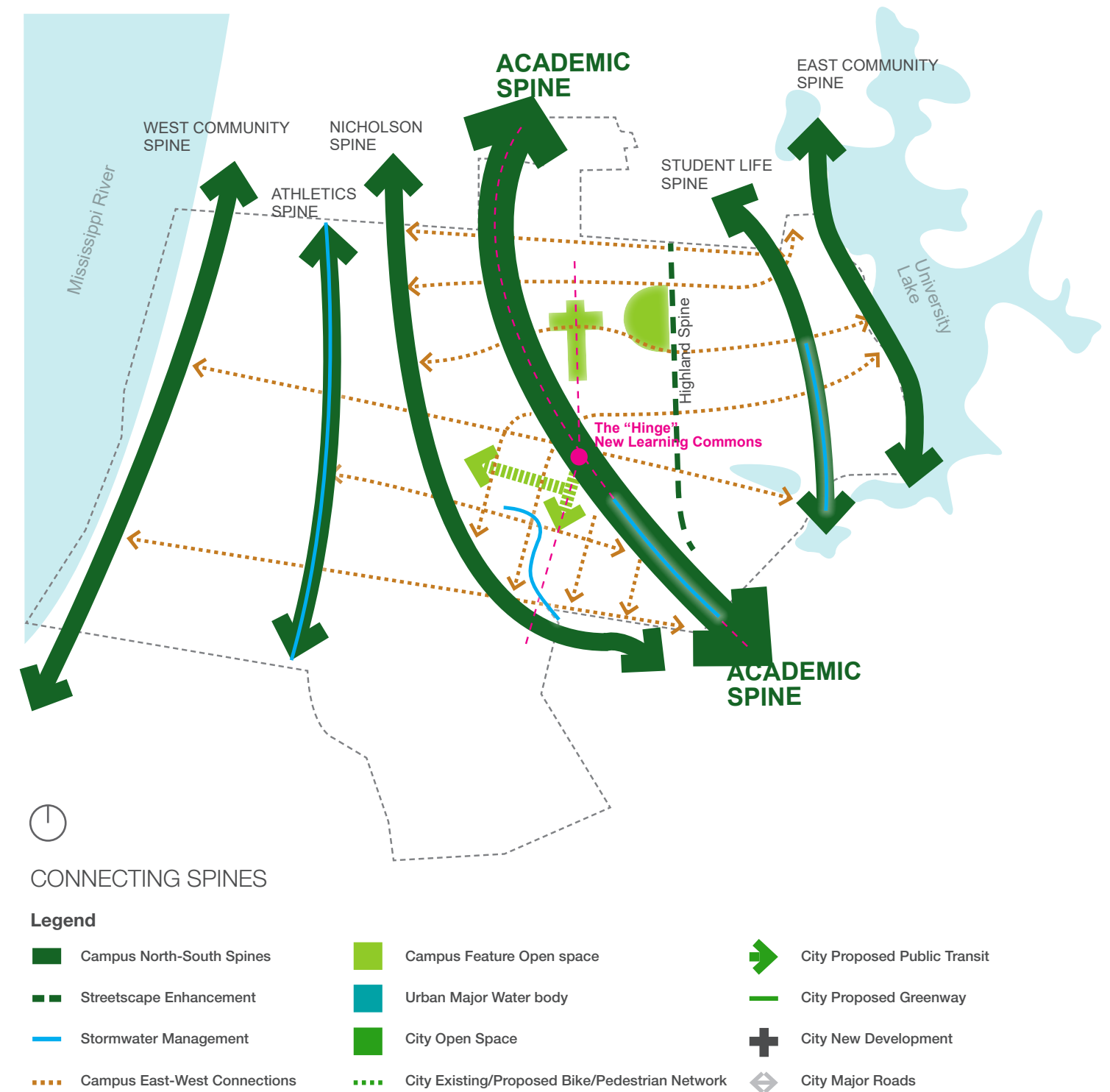
- Improves Highland Road pedestrian environment and calm traffic.
- Strengthens east-west pedestrian connections across Highland Road.
- Improves campus-neighborhood connectivity.

### STUDENT LIFE (CORPORATION CANAL) SPINE

- Connects residential life and campus to the community and to Campus and University Lakes.
- Leverages the canal corridor as an integrated green and blueway system.
- Defines a linear collection of educational, residential, passive, and recreational spaces.
- Enhances wildlife habitat and stormwater management capacity of the canal.
- Creates a campus setting appropriate for a thriving residential community.

### EAST COMMUNITY SPINE

- Enhances student and community life along University Lake.
- Builds on the programmatic recommendations of the Baton Rouge Lakes Master Plan.
- Ties into student life and University recreational amenities.





## 4.1 MASTER PLAN FRAMEWORK

# “EVOLVING CAMPUS CENTER”

Investments will continue to be made in facilities, grounds, and infrastructure across the campus in support of University mission strategic goals and mission. However, looking at areas of concentrated campus growth over the next decade, four zones of the campus become key. The existing historic campus core has many important facilities that will continue to house core academic functions. Investing in renovation and maintenance of the core campus will be important. The ongoing developments in the Nicholson Gateway and the east student housing (greenhouse site) will meet the anticipated campus student housing and residential life needs.

Opportunity for new academic and research growth will move south around Patrick F. Taylor Hall, the College of Business, and the Energy Coast & Environment building. This zone has the available land area suited for contemporary academic and research facilities and will maintain strategic adjacency to a large number of existing academic facilities. This zone of new development suggests that the “centroid” of the campus will shift in a southerly direction as illustrated on the following page. Overarching recommendations for key campus growth areas are:

### THE ACADEMIC CORE

- Preserve and enhance the historic fabric of the core campus.
- Invest in renovating and maintain existing historic facilities.
- Make efficient use of existing space; defragment scattered colleges and departments.
- Strategically infill development to accommodate growth.

### SOUTH ACADEMIC AND RESEARCH AREA

- Build new facilities to accommodate academic and research growth needs.
- Build facilities in support of high performance, contemporary research.
- Connect the Energy, Coast & Environment building to the rest of the academic areas.
- Create new formal and informal campus open spaces.

### NICHOLSON GATEWAY AND EAST STUDENT HOUSING

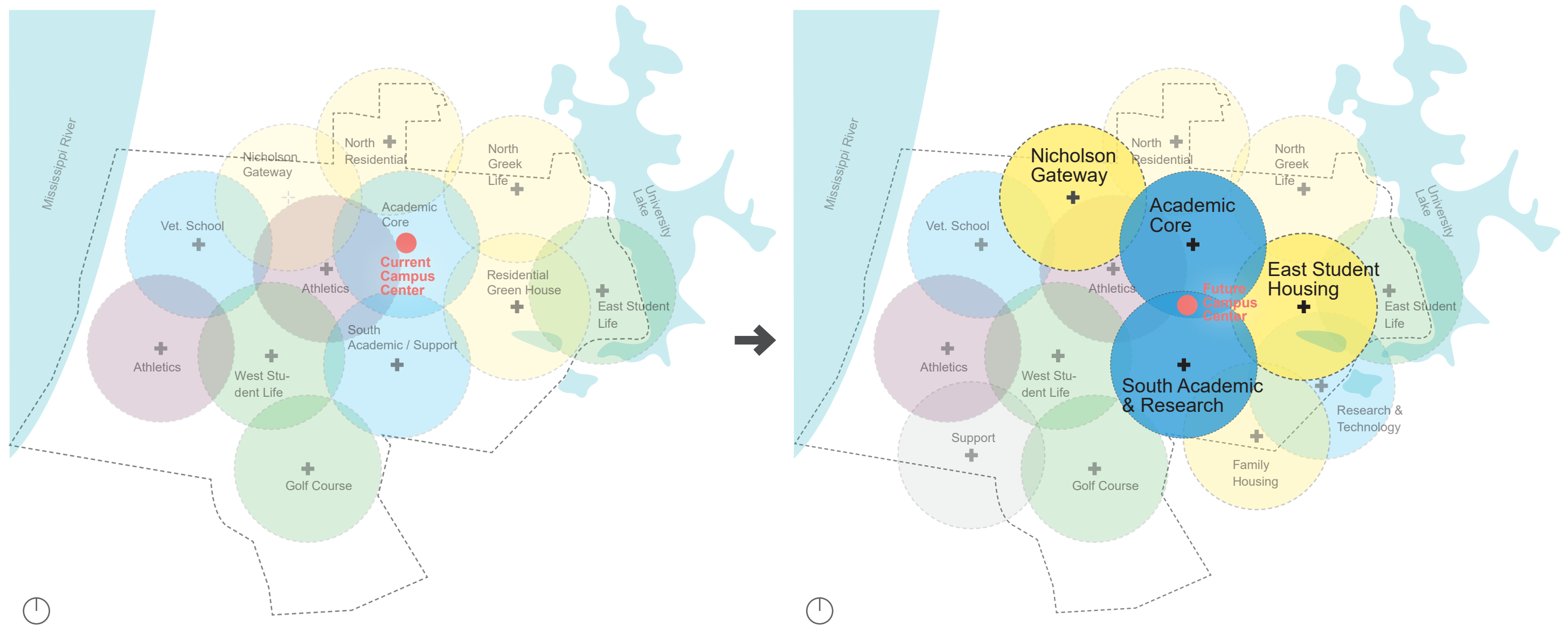
- Complete ongoing and planned development of residential life facilities.
- Ensure development is in keeping with Master Plan framework and principles.



CURRENT CAMPUS CENTER





FUTURE CAMPUS CENTER



 CURRENT CAMPUS CENTER

 FUTURE CAMPUS CENTER

- Legend**
- Academic/Research Zone
  - Residential Zone
  - Recreation Zone
  - Athletic Zone
  - Campus Support
  -  Vehicular Circulation
  -  Campus Internal Circulator
  -  City Public Transit

4.2 MASTER PLAN RECOMMENDATION

# MASTER PLAN RECOMMENDATION



LSU CAMPUS ILLUSTRATIVE MASTER PLAN

## MASTER PLAN VISION

*Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU's Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment...the Flagship of Flagship Universities.*

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
6. Academic Building D
7. Academic Building E
8. Coates Hall Addition
9. Hill Memorial Library Addition
10. CoAD Expansion
11. Lab School Technology Center
12. Vet. Medicine Master Plan
13. Hill Farm Master Plan
14. Band Hall Expansion
15. Green House Complex
16. Support Facilities

**AUXILIARIES**

17. Research and Technology Zone
18. Child Care Center Expansion
19. Cedar Hall
20. East Student Housing
21. Nicholson Gateway Development
22. Family Housing
23. New Greek Houses
24. New Greek Houses
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27. Multi-purpose Center
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30. Baseball Practice Facility Expansion
31. Animal Shelter
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**Legend**

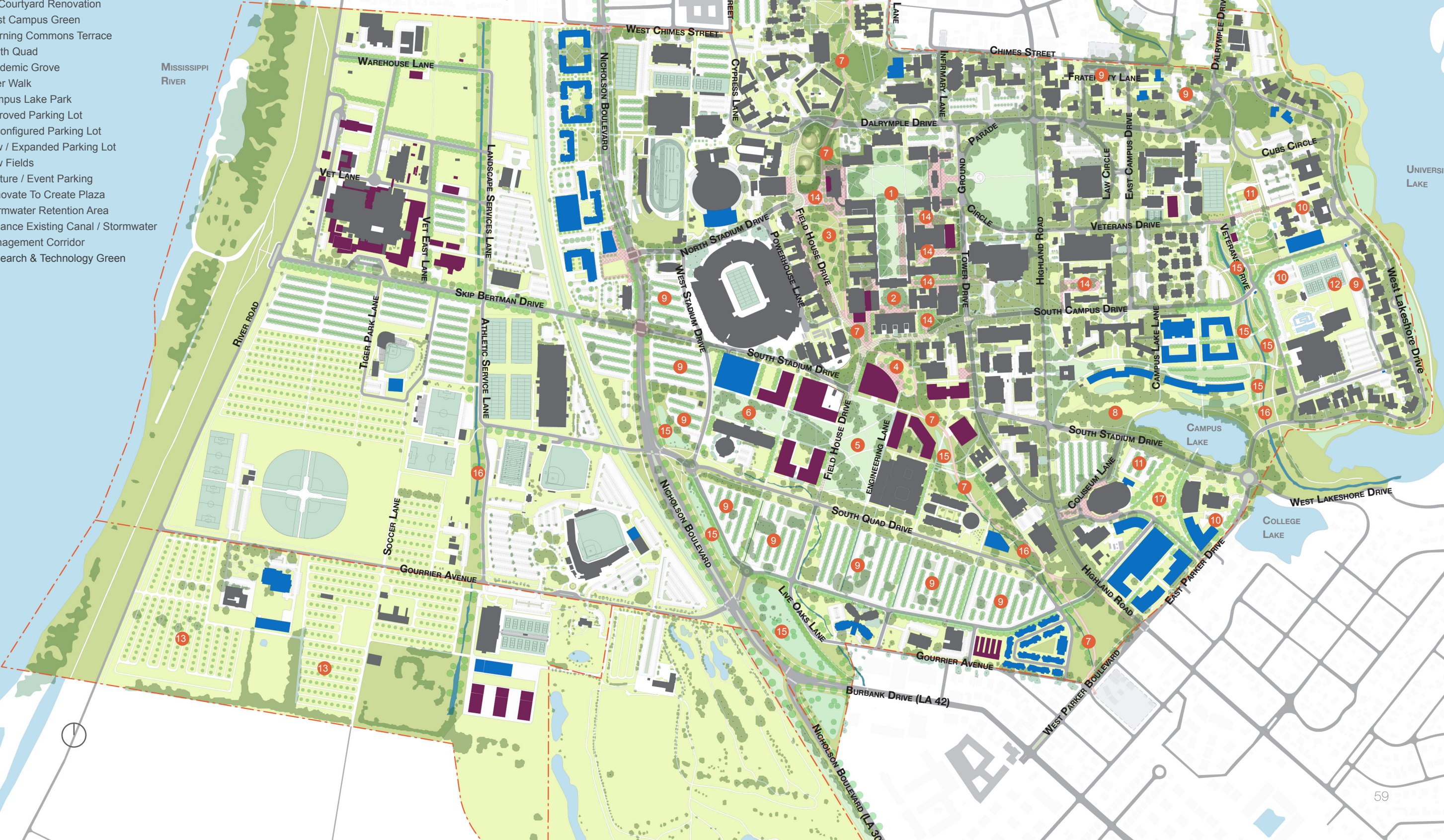
- Academic & Administrative & Support
- Auxiliaries
- Other Buildings

LSU CAMPUS ILLUSTRATIVE MASTER PLAN



CAMPUS GROUNDS

- 1. Historic Quad Renovation
- 2. Art Courtyard Renovation
- 3. West Campus Green
- 4. Learning Commons Terrace
- 5. South Quad
- 6. Academic Grove
- 7. Tiger Walk
- 8. Campus Lake Park
- 9. Improved Parking Lot
- 10. Reconfigured Parking Lot
- 11. New / Expanded Parking Lot
- 12. New Fields
- 13. Pasture / Event Parking
- 14. Renovate To Create Plaza
- 15. Stormwater Retention Area
- 16. Enhance Existing Canal / Stormwater Management Corridor
- 17. Research & Technology Green



## 4.2 MASTER PLAN RECOMMENDATION

# ACADEMIC SPINE

Running north-south through the center of the campus, the Academic Spine is a key element of the Master Plan. It is a corridor where higher concentration of academic activities will continue to take place. As a pedestrian promenade, the Academic Spine connects the campus and the community from north to south and provides connections between the highland (east) and the lowland (west) areas of the campus. Uses along the spine include academic and academic support buildings, research, and campus residential life. Over time, parts of the original ridgeline were degraded by development - the Master Plan recommends restoring the ridgeline through architectural and landscape interventions.

Key recommendations for the Academic Spine include:

- Eliminating a majority of daily use parking lots in the campus core to restore the historic beauty of the Historic Quad and create a car-free, safer pedestrian environment
- Renovation of existing Academic Core facilities to meet deferred maintenance needs, improve indoor environments in support of contemporary learning and collaborative environments, and allow for universal accessibility
- Removal of Middleton Library and re-establishing the Historic Quad to its historic state
- Removal of Lockett Hall and creating a new West Campus Green
- A new Library/Learning Commons at the new “centroid” of the campus, which becomes the hinge between the historic Academic Core and the new South Academic and Research District
- Retain some library functions closer to the north end of the campus in the Hill Memorial Library

- A new College of Science facility at the location of the existing Dairy Science and Tureaud Hall
- Additional new academic buildings in the South Academic and Research District
- A new student residential facility (Cedar Hall) located west of Spruce Hall
- A multi-purpose center at the north terminus of the spine could house a variety of community-facing University uses (continuing education, LSU Online, flexible event space, performing arts center, campus safety, etc.)
- A new open space at the south terminus of the spine, which enhances the existing canal and augments the campus gateway experience
- A series of connected open spaces along the Academic Spine to enhance the pedestrian and academic environment, while lending a unique identity to the Academic Spine itself
- Open spaces designed to accommodate game day and event specific parking, tailgating, and other outdoor programs



ACADEMIC SPINE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

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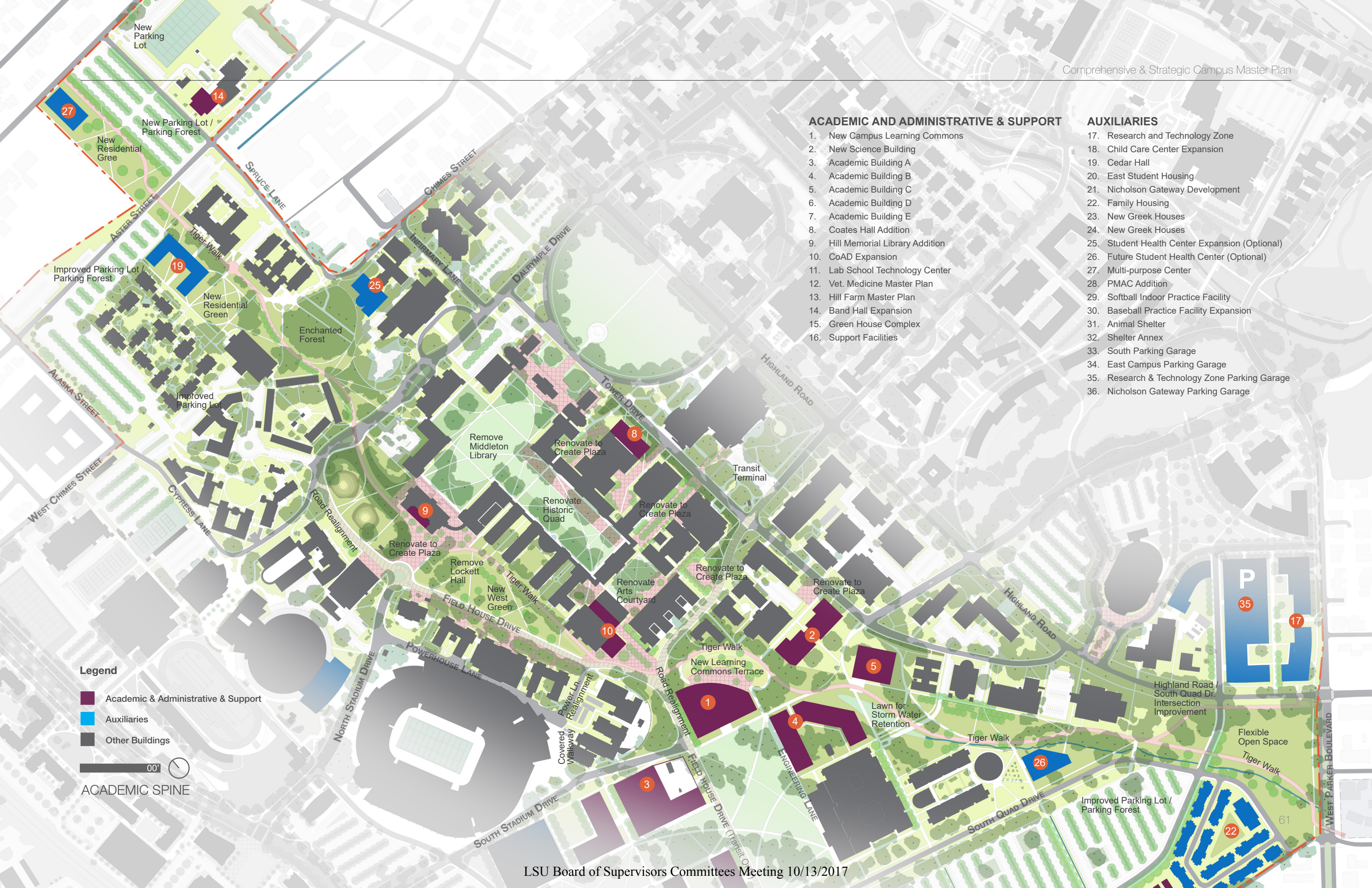
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**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings



ACADEMIC SPINE



## RENOVATION AND DEFRAGMENTATION OF THE HISTORIC CORE

A major principle of the campus Master Plan is a commitment by the university to invest in a multi-phased renovation of buildings that constitute the historic campus core. Accompanied by improvements to the landscape and circulation of the Historic Quad, and the proposed removal of Middleton Library and Lockett Hall, the building renovations will contribute to a restoration of the original, historic campus vision. Not only do these initiatives represent stewardship of important physical and cultural assets of the university, and indeed the entire state, but the core renovations also present an important opportunity to improve the quality of the academic space within these landmark buildings.

The original buildings, while contributing to an exceptional campus environment, are not always well suited to contemporary academic needs – particularly the small footprints that limit larger, flexible, team-based classrooms that are desired today. The buildings are adequate for departmental administrative space, faculty offices and seminar rooms and do serve an important need, particularly for the many departments found in the College of Humanities and Social Sciences (HSS). However they are also in need of HVAC systems upgrades, lighting and interior finish upgrades, and restoration of the exterior building envelopes.

Programmatically, the distributed uses across the historic campus buildings presents a fragmented and inefficient pattern that often splits departmental space between multiple buildings and creates less than ideal adjacencies. This is the result of years of satisfying incremental growth without a broader space Master Plan or the opportunity to realize comprehensive renovations due to limited

funding and the lack of swing space. The fragmentation is also the product of a restructuring of the Colleges that resulted in the creation of Humanities and Social Sciences.

Through a comprehensive space needs analysis and a series of relocation/defragmentation exercises, with a focused look at the spaces occupied by the College of Humanities and Social Sciences, the strategy for defragmenting and renovating the core campus buildings is summarized by these major space shifts:

- An alignment and concentration of HSS departments on the west side of the Historic Quad, with a new home for the College and a new inter-disciplinary Humanities Center housed in Atkinson;
- The shift of miscellaneous COS and COE uses out of the historic core, and the consolidation of the Math Department in Coates;
- The conversion of miscellaneous general purpose classrooms in older buildings to accommodate academic growth, and the creation of new classrooms in a strategic addition to Coates;
- The shift of the President’s office and other central administrative uses to Foster Hall from the UAB building;
- The concentration of Academic Affairs and other administrative uses in Himes, T. Boyd, D. Boyd and the concentration of non-core administrative uses in the UAB building, and
- The consolidation of Student Service functions in Pleasant Hall.

These broader campus wide strategies will result in renovated spaces for the majority of the core campus buildings, the creation of contemporary learning environments, the repurposing of older, less flexible classrooms and a logical and more efficient consolidation

of currently scattered uses and improvements to academic and administrative departmental adjacencies. These goals will be accommodated through a phased approach summarized by the following major building moves:

### **HOWE RUSSELL:**

Relocate ECE uses to ECE building, move College of Science museum functions from Foster to Howe Russell and convert Howe Russell classrooms to accommodate Geography and Anthropology growth.

### **FOSTER:**

Available space created by museum relocation will accommodate move of President’s office and administrative space from the University Administration Building.

### **ALLEN:**

Allow growth of English and consolidation and growth of Philosophy and Religious Studies.

### **PRESCOTT:**

Move COS uses (Math) out and into Coates.

### **ATKINSON:**

Move Art & Design uses out (into expanded CA&D facility) and repurpose Atkinson for HSS Dean’s office and departmental space, a Humanities Center and potential academic support or other similar uses that are compatible with and would benefit from proximity to the proposed learning commons.



**COATES:**

Move HSS and COE uses out to accommodate principally Math and new classrooms supported by a proposed addition. In the interim, Coates will serve as a swing building to enable the HSS renovations on the west side of the quadrangle.

**HIMES:**

Move HSS uses out of Himes to accommodate Academic Affairs space.

**HODGES:**

Relocate HSS administrative space to Atkinson to accommodate Foreign Language growth.

**HATCHER:**

Relocate various academic uses to accommodate growth of Communication Sciences and Disorders and move in University College administrative space.

**JOHNSTON:**

Relocate NCBRT, Academic Affairs and Student Life/Enrollment to allow consolidation and growth of Psychology.

The majority of the core campus moves propose to defragment and create more logical adjacencies for HSS – with a focus on the west side of the core campus. Much of the anticipated right sizing and growth for these departments is accommodated through the selective repurposing of existing classrooms – many of which are not well

suited nor appropriately scaled for contemporary use given the space limitations of the older buildings.

New replacement classrooms to make up for these conversions are proposed in a strategic addition to the east side of Coates Hall as well as a potential addition to the west side of Hatcher Hall. Likewise, the conversion of Atkinson to a Humanities Center will also present the opportunity for additional general purpose classrooms. These strategies ensure that there will still be a concentration of general purpose classrooms in and near the historic core, even as Lockett Hall and Tureaud Hall are proposed to be demolished eventually. The balance of new and replacement classrooms will be in new academic buildings in the South Academic and Research District, but a distribution of classrooms across the campus remains an important goal of the Master Plan.



PMAC  
Addition

Tiger  
Stadium

Fieldhouse Drive

Tiger Walk

Hill Memorial  
Library  
Addition

Lockett Hall  
Removed

Middleton  
Library  
Removed

Historic Quad

Reinforce  
Historic Core

Dalrymple Drive

Memorial  
Tower

Renovate to  
Create Plaza

Coates  
Hall  
Addition

Parade  
Ground

Tower Drive

CoAD  
Expansion

Art Courtyard  
Renovation

Activating Nicholson Plaza

Studio Arts  
Building

Renovate to  
Create Plaza

S. Campus Drive

Transit Spine

VISION OF THE HISTORIC QUAD

The relocation of Middleton Library opens up the existing Historic Quad, allowing for re-establishment of the original cruciform and restoring the core to its historic grandeur. The spatial opening re-establishes direct visual connections between Foster Hall and Atkinson Hall and the iconic Memorial Tower and Hill Memorial Library. Improved east-west pedestrian paths through the Historic Quad strengthen connections between the Academic Core and other parts of the campus.

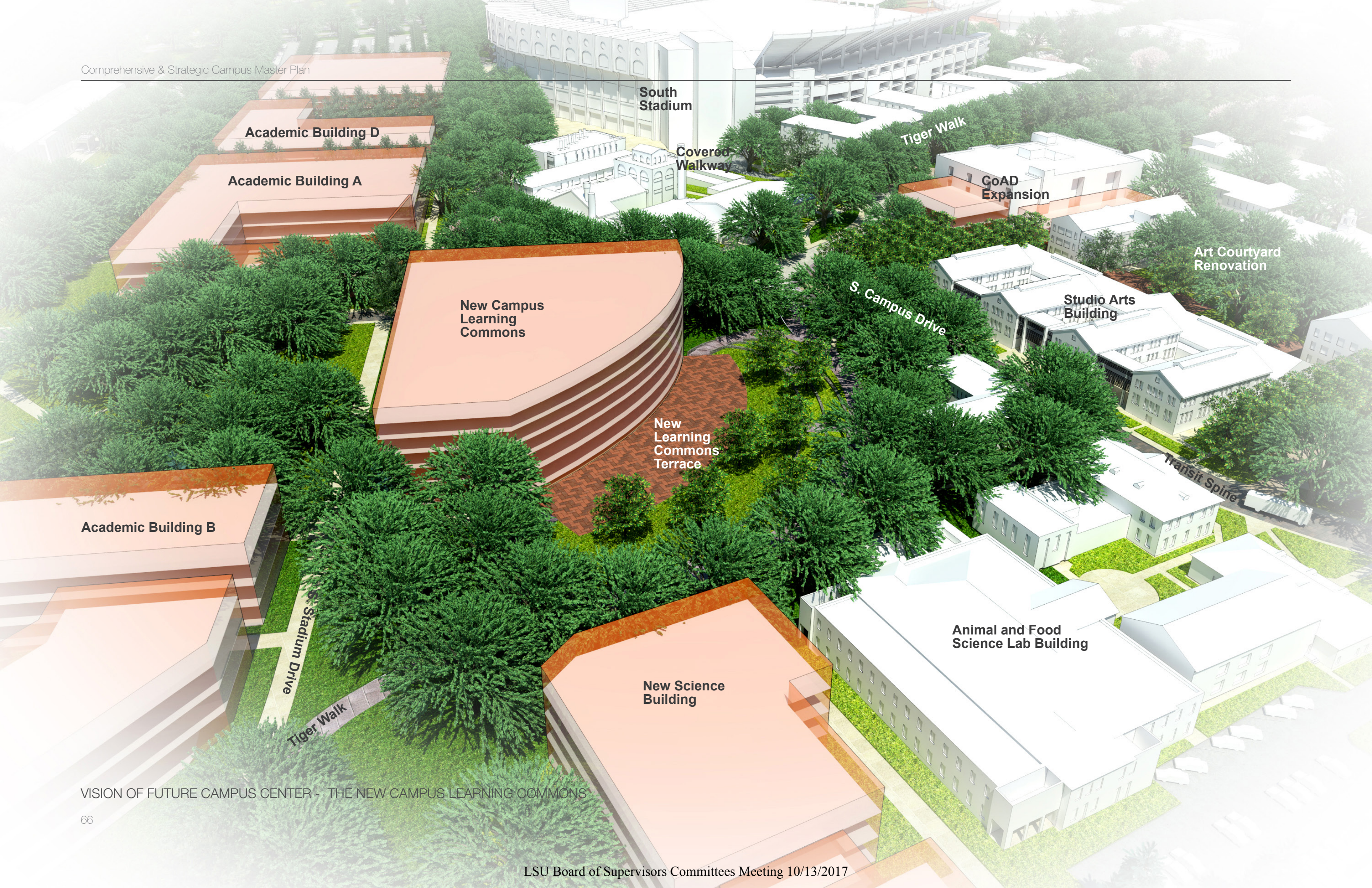


EXISTING HISTORIC QUAD

## REINFORCING THE HISTORIC CORE



VISUAL CONNECTION BETWEEN FOSTER HALL AND ATKINSON HALL



Academic Building D

Academic Building A

New Campus Learning Commons

South Stadium

Covered Walkway

Tiger Walk

GoAD Expansion

Art Courtyard Renovation

Studio Arts Building

S. Campus Drive

New Learning Commons Terrace

Transit Spine

Academic Building B

S. Stadium Drive

Tiger Walk

Animal and Food Science Lab Building

New Science Building

VISION OF FUTURE CAMPUS CENTER - THE NEW CAMPUS LEARNING COMMONS

## New Library / Learning Commons

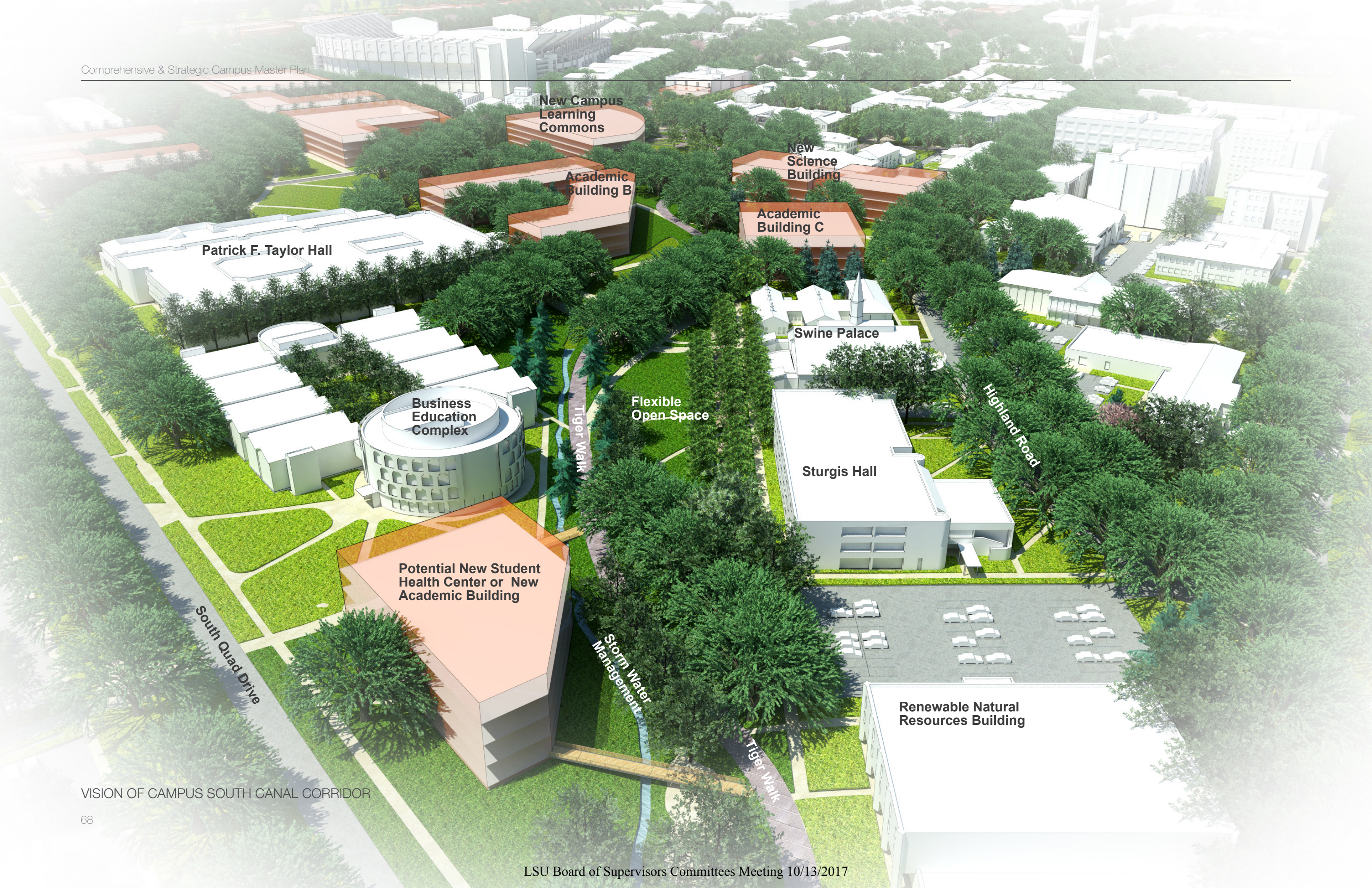
Embraced by the new campus Library/Learning Commons and the terrace seating, the new Learning Commons Terrace is an important node along the Academic Spine through which the pedestrian promenade meanders. Collaborative elements of the new Library can spill out into the Learning Commons Terrace creating a year-round seamless indoor/outdoor learning environment. The new Library/Learning Commons building has the potential to be designed to create a visual corridor through the Academic Spine and to the Learning Commons Terrace and beyond.



CURRENT CONDITION OF THE SITE



VIEW TO NEW CAMPUS LEARNING COMMONS FROM THE QUAD



**New Campus Learning Commons**

**New Science Building**

**Academic Building B**

**Academic Building C**

**Patrick F. Taylor Hall**

**Swine Palace**

**Business Education Complex**

**Flexible Open Space**

**Highland Road**

**Sturgis Hall**

**Potential New Student Health Center or New Academic Building**

**Storm Water Management**

**Renewable Natural Resources Building**

**South Quad Drive**

**Tiger Walk**

VISION OF CAMPUS SOUTH CANAL CORRIDOR

## Leveraging South Canal

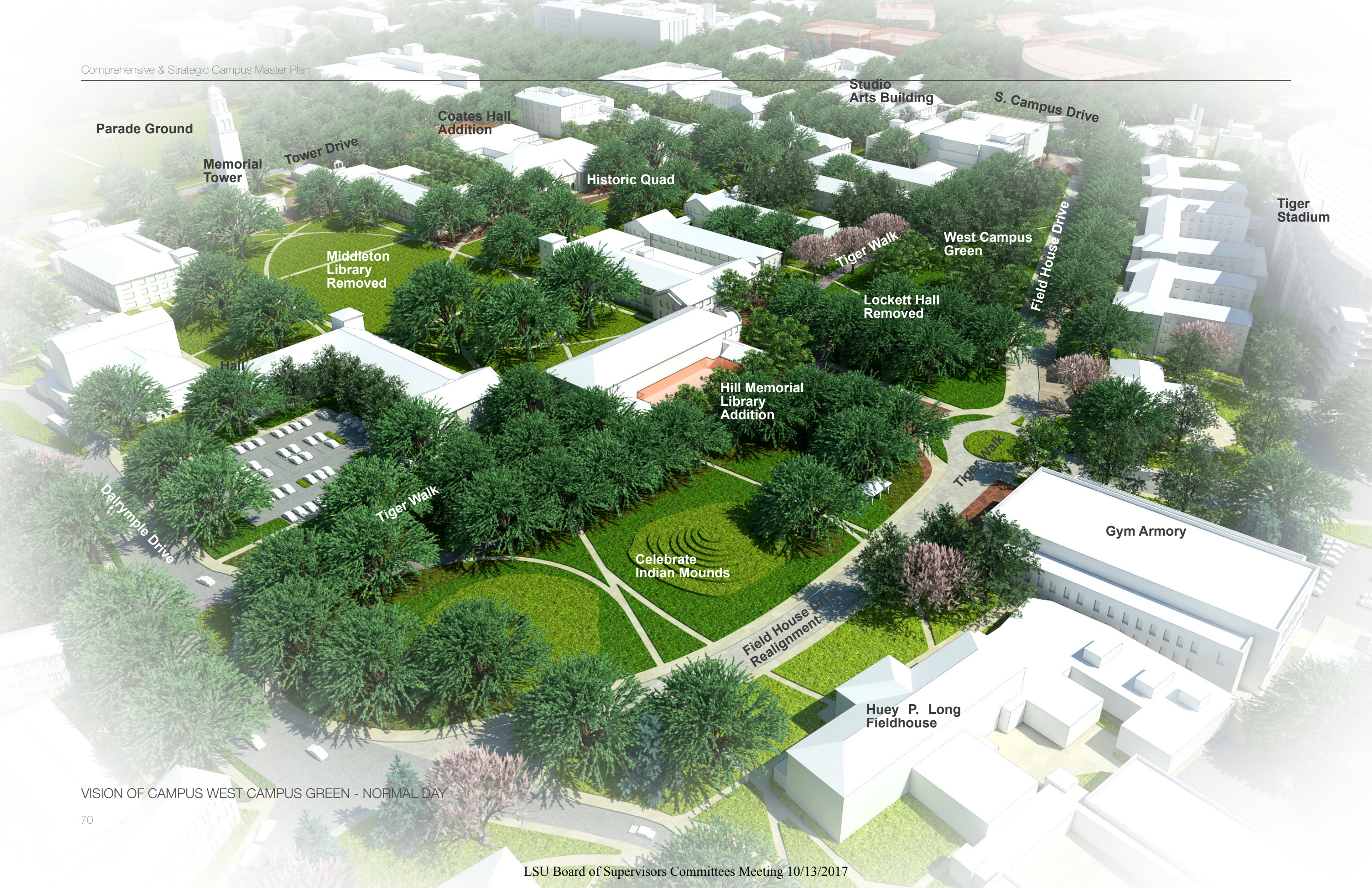
The Academic Spine promenade meanders through the new Library/ Learning Commons plaza and along the canal near the campus gates at Highland Road. The south canal will be enhanced to create a beautiful and well-managed stormwater corridor. Pedestrian bridges across the canal and the promenade itself serve to connect buildings on opposite sides. The scenic views along the path will encourage campus users to walk and bike along the Academic Spine promenade and to connect to other place of the campus.



EXISTING PATH ALONG THE CANAL



ACTIVATING THE SPACE - NEW SOUTH ACADEMIC & RESEARCH DISTRICT - TIGER WALK



VISION OF CAMPUS WEST CAMPUS GREEN - NORMAL DAY





Parade Ground

Memorial Tower

Parking along Tower Drive

Coates Hall Addition

Atkinson Hall

Historic Quad

Middleton Library Removed

Foster Hall

Hill Memorial Library Addition

Parking on Plaza

Tailgating

Parking On Plaza

Parking on Plaza

Parking along Tiger Walk

Celebrate Indian Mounds

Tiger Walk

Parking Along Field House Drive

Tiger Stadium

Gym Armory

Huey P. Long Fieldhouse

Parking Along Field House Drive

VISION OF CAMPUS WEST CAMPUS GREEN - GAME DAY

## Transforming West Campus Green



VISION OF CAMPUS WEST CAMPUS GREEN - NORMAL DAY

Lockett Hall's removal lends the opportunity for creating the West Campus Green. With adding more green space and tree canopy, it becomes an active gathering space for campus users to learn, socialize, and relax in. The West Campus Green also connects the academic buildings to the west of the Field House Drive to academic buildings around the Historic Quad. By transforming the existing parking lot in the West Campus Green into a pedestrian and bike share promenade, the path promotes the walkability and connectivity of the campus.



EXISTING WEST QUAD PARKING LOT

## Adapting West Campus Green For Game Day

The West Campus Green is designed to support a superior game day experience and includes opportunities for tailgating, game day parking, and outdoor shaded environments for fans. As depicted, the game day parking is maintained, while providing more open space for tailgating to improve the game day experience. On game day, the pedestrian promenade can be used for temporary parking along it on the grass paver paths. The West Campus Green itself can be structurally designed to allow for heavier foot traffic, tailgating, and temporary parking uses.



VISION OF CAMPUS WEST CAMPUS GREEN - GAME DAY

## Restoring And Activating Plazas



RENOVATION OF EXISTING NICHOLSON HALL PARKING LOT TO PLAZA EXAMPLE

The Master Plan proposes repurposing existing parking lots into paved plazas and landscape spaces for flexible outdoor use. On a daily basis, these plaza spaces will be used as outdoor pedestrian and social environments. The plazas will open up east-west corridors facilitating campus users to walk or bike across campus to the Academic Core. The plaza spaces will incorporate appropriate outdoor seating and lighting to make the space more welcoming and safe. New tree canopy is introduced to provide human comfort and improve environmental and spatial quality.



EXISTING NICHOLSON HALL PARKING LOT

## Activating Restored Plazas On Game Day

The plazas to replace small areas between buildings are designed to provide flexibility in use. Specifically, they take into consideration unique campus game day needs and are designed to accommodate parking during game day and other larger events, such as commencements. With their shaded tree canopy they also afford opportunity for tailgating in a more comfortable environment for fans.



ACTIVATING NICHOLSON PLAZA ON GAME DAY (EXAMPLE)

## 4.2 MASTER PLAN RECOMMENDATION

# SOUTH ACADEMIC AND RESEARCH DISTRICT

The new South Academic and Research District will be a hub for new development in support of academic growth and trans-disciplinary research needs and creates an environment that reinforces LSU's "status as a high performance, contemporary, research" environment. The plan for this area of the campus builds on the existing investments made into Patrick F. Taylor Hall, the Business Education Complex (BEC), and the Energy, Coast & Environment (ECE) building. The new large footprint buildings in this zone are geared well for STEM programs and research functions. The planned new formal open "greens" and other diverse landscape open spaces strategically connect this part of the campus to the Academic Spine and the Historic Core.

Key recommendations for the South Academic and Research District include:

- Demolition of several existing warehouse style, inefficient, functionally obsolete, and architecturally insignificant buildings with high deferred maintenance needs
- New Academic Building "A" that wraps around the existing main sub-station to potentially accommodate several research and academic functions and graduate studios
- New Academic Building "C" north of Ingram Hall to house labs, academic growth spaces, and potentially classroom space
- New Academic Buildings "B", "D" and "E" to accommodate future academic and research growth
- A new building to the east of the BEC to potentially serve as the new Student Health Center or accommodate future academic needs
- A new 1,500 space parking garage to meet campus daily parking

needs and game day/event parking needs

- A new South Quad south and east of the new Library/Learning Commons that connects the ECE building and Patrick F. Taylor Hall
- New outdoor landscape spaces that serve multiple needs including outdoor learning, student recreation, and stormwater management
- Restrict use of South Quad Drive and redesign it as a paved plaza providing a safer, seamless walking connection between the south parking lots and campus
- Gourrier Lane will become the primary access point for the south parking lots
- Beautify the south parking lots by adding trees and landscape areas and reconfigure them to increase functionality



SOUTH ACADEMIC AND RESEARCH DISTRICT

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

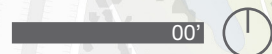
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**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings



SOUTH ACADEMIC & RESEARCH ZONE





NEW SOUTH ACADEMIC GROVE





NEW SOUTH QUAD

## 4.2 MASTER PLAN RECOMMENDATION

# RESEARCH AND TECHNOLOGY DISTRICT

The Research and Technology District (Parker Coliseum district) is the area of campus bound by South Stadium Drive, Highland Road, and East Parker Drive. The plan for this area of the campus builds on the 2009 Research and Technology Foundation Master Plan (by Sasaki Associates) with the goal of “supporting the commercialization of research and the development of new businesses close to the university campus.” The 2009 study builds on the success of the Louisiana Emerging Technology Center which “is the first new building and is one of three wet-lab business incubators in the entire State of Louisiana.” The Digital Media Center is a recent addition to this area. The Master Plan incorporates the following recommendations of the 2009 study:

- Demolition of the Livestock Exhibit building
- Adaptive renovation of Parker Coliseum for use either as the Louisiana Food Innovation Center (as suggested by the 2009 study) or other future research and technology needs and maintaining current functions
- Four new emerging technology and research buildings
- A new 1,100 space garage
- Long-term investment (major renovation or replacement) of the Agricultural Chemistry Building and Efferson Hall for the same or changed uses. Uses displaced by any of these recommendations would have to be housed appropriately within this district or elsewhere on campus

A critical departure from the 2009 study is in the area north of Parker Coliseum, where the 2009 study called for two new academic buildings to be located. Since the Master Plan accommodates anticipated

and future academic growth in the South Academic and Research District, the sites (where the 2009 study shows the two new academic buildings) are recommended to be used for parking. The existing parking lot to the north of the Coliseum will support parking needs for the new East Student Housing (green house site) development. The Master Plan further recommends building a new parking lot to the east of the existing lot to also serve the East Student Housing needs.



RESEARCH AND TECHNOLOGY ZONE



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36. Nicholson Gateway Parking Garage

**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings



RESEARCH AND TECHNOLOGY ZONE

#### 4.2 MASTER PLAN RECOMMENDATION

## STUDENT LIFE (CORPORATION CANAL) SPINE

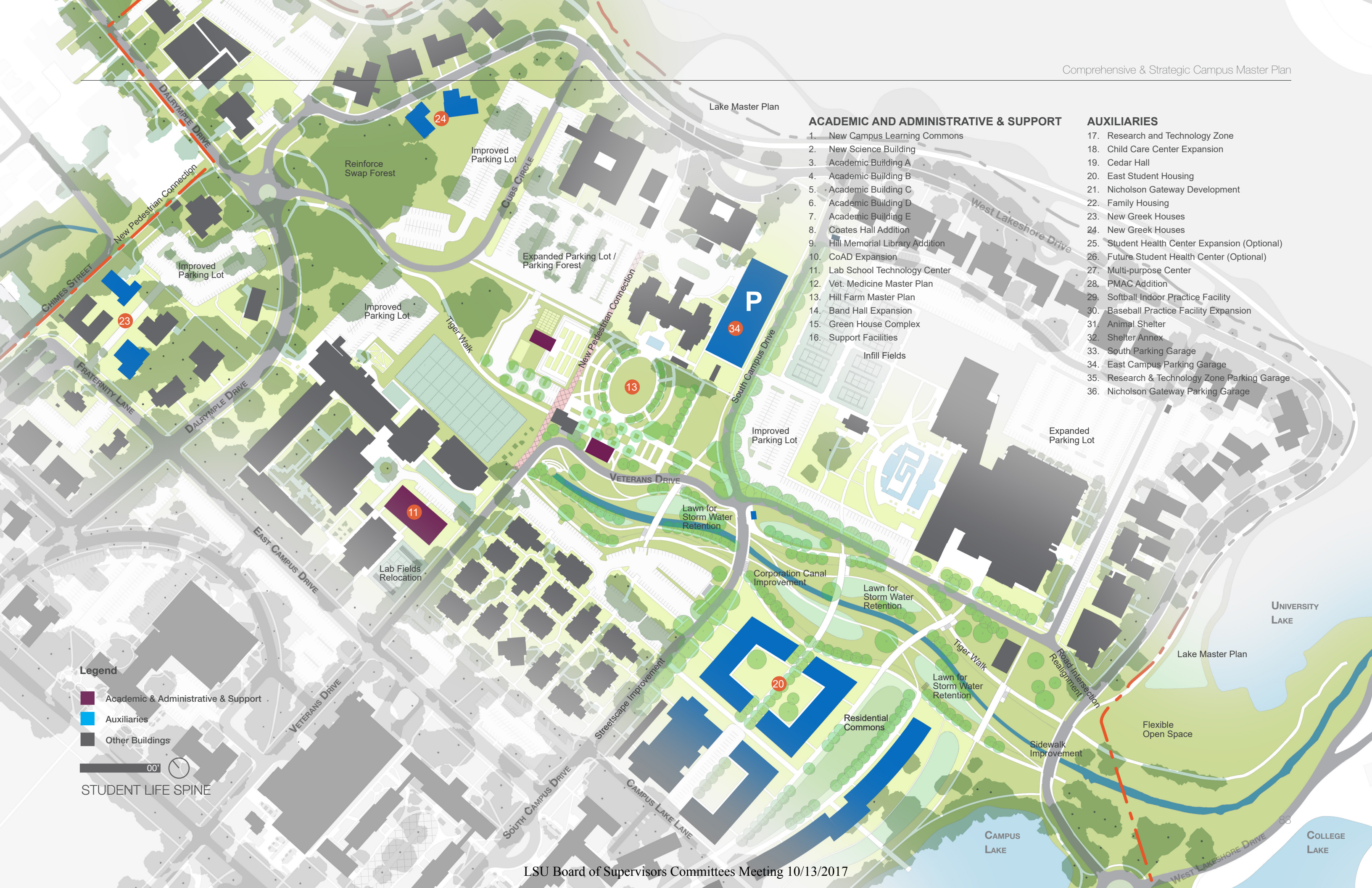
Corporation Canal provides an excellent opportunity to create a new, significant and beautiful campus open space corridor while integrating important stormwater infrastructure with it. This corridor will provide unique outdoor educational and recreational opportunities for the campus and with the many existing and planned student residential life facilities along it, it forms the campus Student Life Spine.

Key recommendations for the Student Life (Corporation Canal) Spine include:

- Widened banks to slow stormwater, increase stormwater volume, and create more efficient drainage
- Replace existing surface parking along the canal with flexible open space, circulation, and vegetation
- New, east-west walking paths and bridges over the Corporation Canal to serve the UREC, new east student housing proposed at the former greenhouses site and the campus core.
- A new parking garage south of the Lod Cook Alumni Center to serve multiple needs including the Alumni Center, UREC, Greek Life, and Student Residential Life.
- Four new Greek Houses located in close proximity to existing Greek Life facilities



STUDENT LIFE (CORPORATION CANAL) SPINE



**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
6. Academic Building D
7. Academic Building E
8. Coates Hall Addition
9. Hill Memorial Library Addition
10. CoAD Expansion
11. Lab School Technology Center
12. Vet. Medicine Master Plan
13. Hill Farm Master Plan
14. Band Hall Expansion
15. Green House Complex
16. Support Facilities

**AUXILIARIES**

17. Research and Technology Zone
18. Child Care Center Expansion
19. Cedar Hall
20. East Student Housing
21. Nicholson Gateway Development
22. Family Housing
23. New Greek Houses
24. New Greek Houses
25. Student Health Center Expansion (Optional)
26. Future Student Health Center (Optional)
27. Multi-purpose Center
28. PMAC Addition
29. Softball Indoor Practice Facility
30. Baseball Practice Facility Expansion
31. Animal Shelter
32. Shelter Annex
33. South Parking Garage
34. East Campus Parking Garage
35. Research & Technology Zone Parking Garage
36. Nicholson Gateway Parking Garage

**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings

00'

STUDENT LIFE SPINE

## 4.2 MASTER PLAN RECOMMENDATION

# EAST STUDENT HOUSING ZONE

The greenhouse site, west of Corporation Canal and south of South Campus Drive, is slated for new student residences. In alignment with the LSU Residential Life needs and programmatic recommendations suggested by the 2015 Housing Master Plan Update, the Master Plan recommends a development framework within which development can be accommodated.

Key recommendations for the East Student Housing zone include:

- McVoy, Miller, Herget, and Blake Halls are proposed to be demolished in the long-term and returning the sites to restorative campus open space.
- Development of this site to leverage the setting, views, and recreational opportunities afforded by the improved and beautified Corporation Canal
- Dredge and enhance Campus Lake as recommended by Baton Rouge Lakes Master Plan
- Development of this site to maintain the multiple east-west pedestrian circulation paths recommended by the Master Plan, including the central “residential commons” landscaped open space corridor



EAST STUDENT HOUSING ZONE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

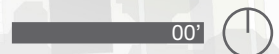
1. New Campus Learning Commons
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5. Academic Building C
6. Academic Building D
7. Academic Building E
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9. Hill Memorial Library Addition
10. CoAD Expansion
11. STEM Building
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13. Hill Farm Master Plan
14. Band Hall Expansion
15. Green House
16. Support Facilities

**AUXILIARIES**

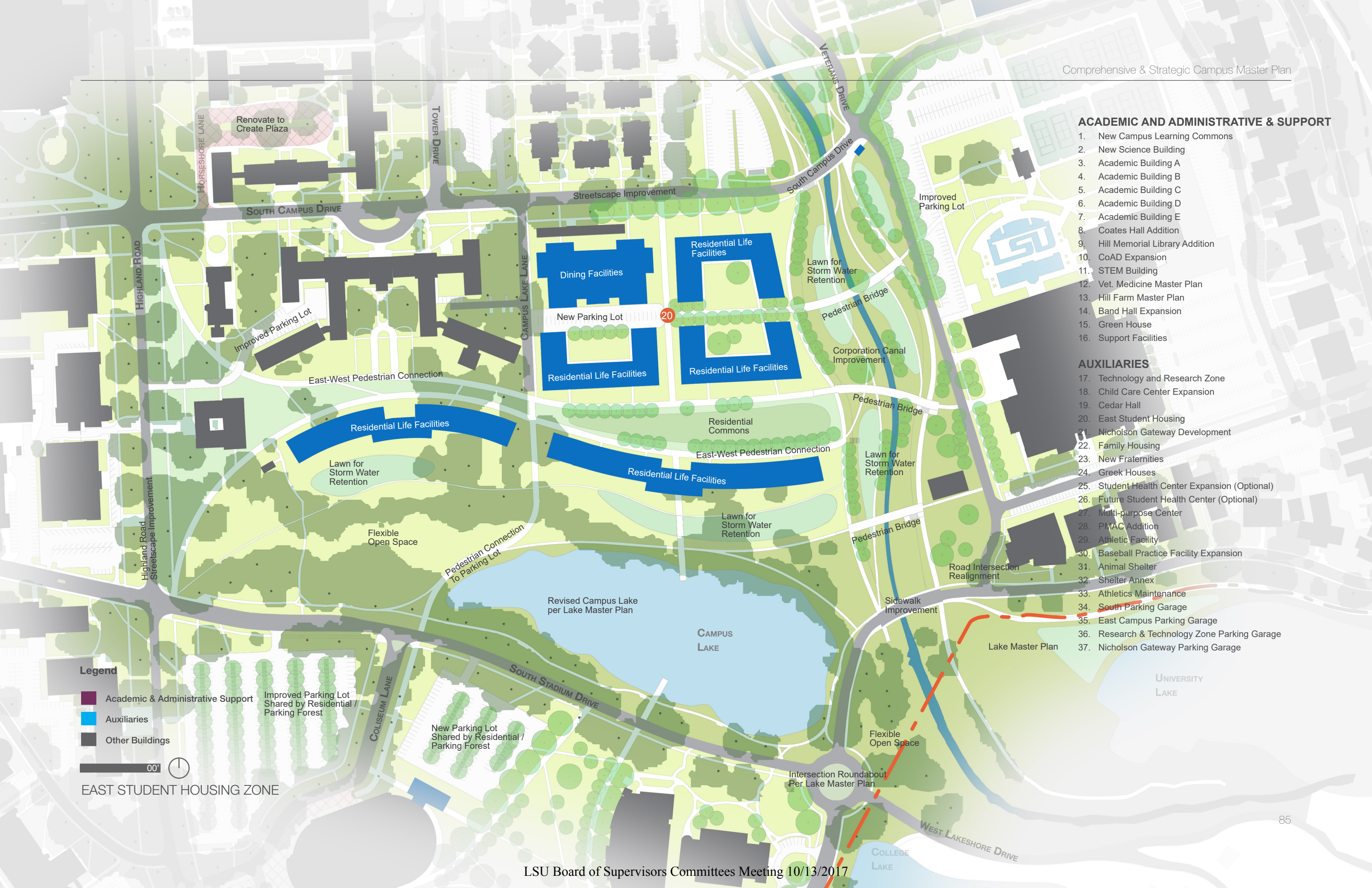
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32. Shelter Annex
33. Athletics Maintenance
34. South Parking Garage
35. East Campus Parking Garage
36. Research & Technology Zone Parking Garage
37. Nicholson Gateway Parking Garage

**Legend**

- Academic & Administrative Support
- Auxiliaries
- Other Buildings
- Improved Parking Lot Shared by Residential / Parking Forest



EAST STUDENT HOUSING ZONE





Highland Road

Technology Building

Lab School

E. Campus Drive

Veterans Drive

Student Housing

Dining Facility

S. Campus Drive

Hill Farm Master Plan

Student Housing

Student Housing

Residential Commons

Student Housing

Corporation Canal

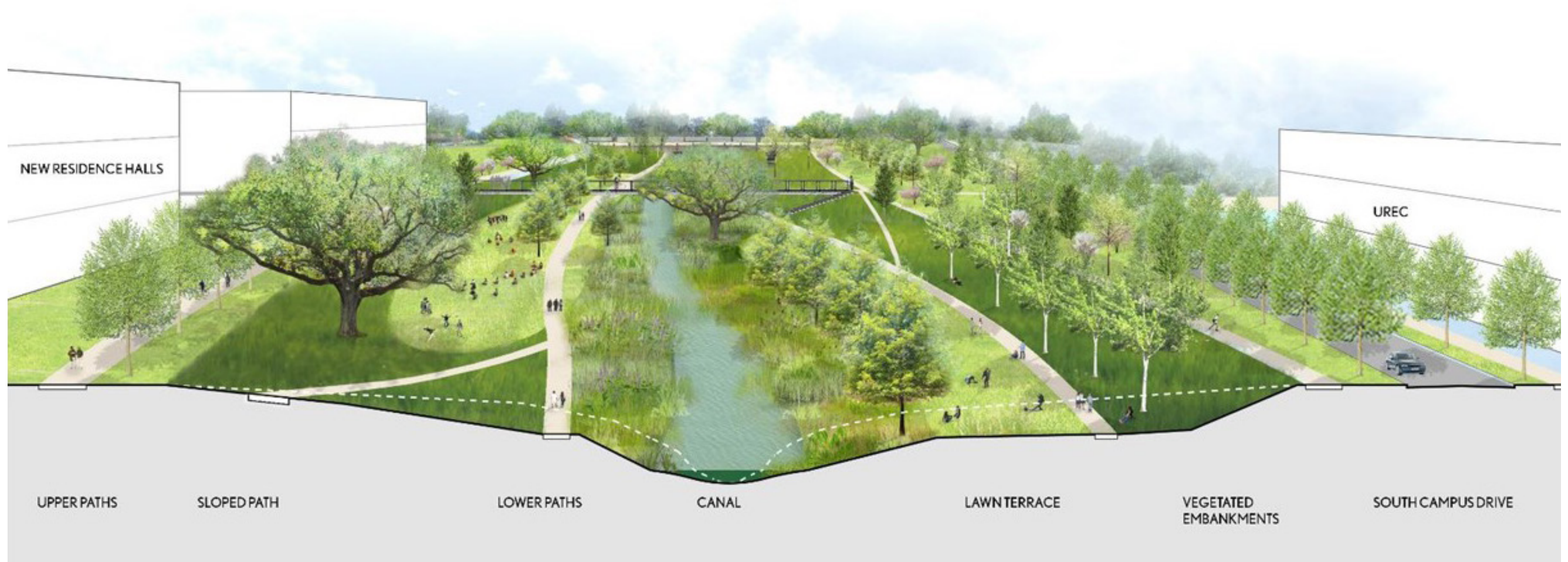
Campus Lake

Corporation Canal Section

UREC

VISION OF EAST STUDENT HOUSING ZONE





CORPORATION CANAL SECTION

## 4.2 MASTER PLAN RECOMMENDATION

# NICHOLSON BOULEVARD SPINE

The recommendations for the Nicholson Boulevard Spine area align with the ongoing Nicholson Gateway Development and planned infrastructure and intersection improvements. The Master Plan recommendations aim to improve the campus entry/exit experience along Nicholson Boulevard and to mitigate the divide between east and west campus caused by it.

Key recommendations for the Nicholson Boulevard Spine include:

- Incorporate the TramlinkBR plan and necessary roadway adjustments and streetcar stop adjacent to the Nicholson Gateway Development
- Incorporate existing initiatives and upgrades to Nicholson Boulevard which will reduce congestion and provide better multi-modal infrastructure.
- Create a consistent dense urban tree canopy along the road, adjoining open spaces, and in the parking lots to the east and west of Nicholson Boulevard
- Create multiple safer pedestrian/bike connections across Nicholson Boulevard to improve campus east-west connectivity, particularly easier pedestrian access to and from “remote” parking west of Nicholson Boulevard
- Construct a new driveway and pedestrian connection between the Athletics area and South Academic and Research District
- Reconfigure Burbank Drive intersection with Nicholson Boulevard



STUDENT LIFE (CORPORATION CANAL) SPINE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
2. New Science Building
3. Academic Building A
4. Academic Building B
5. Academic Building C
6. Academic Building D
7. Academic Building E
8. Coates Hall Addition
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10. CoAD Expansion
11. Lab School Technology Center
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13. Hill Farm Master Plan
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35. Research & Technology Zone Parking Garage
36. Nicholson Gateway Parking Garage



**Legend**

- Academic & Administrative Space
- Auxiliaries
- Other Buildings

 **NICHOLSON BOULEVARD SPINE**

## 4.2 MASTER PLAN

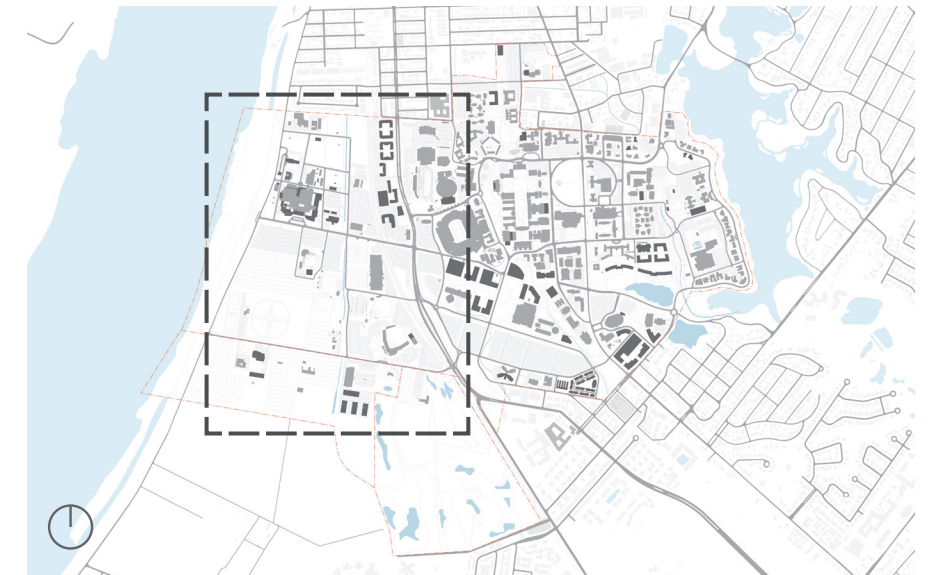
# WEST CAMPUS ZONE

The West Campus Zone is the “lowland” area of the campus, west of Nicholson Boulevard and the railroad. This area is home to the College of Veterinary Medicine, Athletics facilities, campus recreational fields, and former Dairy Science facilities. Unique to this zone is the availability of vast amounts of institutional land including large reservoirs of surface parking, pasture land, former Dairy Sciences property and the LSU Golf Course. The uses in the West Campus are integral to the University. The Master Plan recommends improvement of the overall west campus environment to make it feel connected to the rest of the campus and encourage more campus users to it.

Key recommendations for the West Campus Zone include:

- Incorporate the recommendations of the 2007 Comprehensive Facilities Master Plan for the Veterinary Medicine District
- Redesign Skip Bertman Drive to two lanes of travel with dedicated bike lanes, sidewalks, and bioswales for stormwater management
- Enhance the “remote” parking lots with added vegetation, lighting, and pedestrian connectivity
- Improve and leverage the existing channelized bayou in support of better stormwater management and enhanced wildlife habitat
- Create east-west campus connections to the levee commuter path
- Relocate support facilities (Facilities Services, Landscape Services, Athletics maintenance, ECE support facilities, remote storage) to the new location South of Gourrier Lane
- Build a new Animal Shelter and Annex South of Gourrier Lane
- The golf course currently serves an academic need for students in Kinesiology and a recreational purpose for students, faculty,

staff and the public. It is recommended that the golf course be maintained to support these existing uses until another future need for this land is identified and the academic uses satisfied.



WEST STUDENT HOUSING ZONE

**Legend**

- Academic & Administrative & Support
- Auxiliaries
- Other Buildings

WEST CAMPUS ZONE

**ACADEMIC AND ADMINISTRATIVE & SUPPORT**

1. New Campus Learning Commons
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## 4.3 COMPONENT PLAN

# ACADEMIC SPACE RECOMMENDATIONS

### ACADEMIC SPACE PROJECTIONS

The academic programming component of the campus Master Plan was developed and refined through an iterative process throughout the duration of the Master Plan. The principal drivers for the demand for additional space are undergraduate and graduate student enrollments and faculty growth projections that were informed by the University’s Strategic Planning process conducted in parallel with the campus Master Plan. The effort to develop projections for academic growth and the corresponding demand for space was conducted through the following efforts:

- Review of previous strategic academic plans for each college
- Interviews with each of the college Deans to gain an understanding of space needs, enrollment, and faculty projections
- Interview with Academic Affairs and the Provost to discuss general growth trends
- Draft enrollment and faculty projections furnished to the planning team by the Deans
- Refined enrollment and faculty projection furnished to the planning team by Academic Affairs as informed by the Strategic Planning process.
- Review and refinement of final growth and space projections by each college Dean and Academic Affairs

While enrollment and faculty growth were the main driver for the projected space needs, other factors contributed to the proposed space projections including:

- An analysis of existing academic space and a comparative exercise

in right sizing using benchmarks and contemporary academic space standards

- An overarching recognition and goal that the University will continue to conduct more research in the future and that faculty hires and an increase in graduate students will create demand for additional research space to serve contemporary needs
- A strategic goal by the university to encourage and enable a greater degree of inter-disciplinary research with joint grant funding between colleges, departments and disciplines
- Replacement space for buildings proposed by the Master Plan to be demolished – principally in the South Academic and Research District
- Strategic demolition projects to enable important Master Plan landscape, circulation and campus improvement initiatives – particularly Middleton Library and Lockett Hall

In order to convert the academic growth projections into actual space needs, the team developed a space projection model, which is delineated and explained in more detail in Academic Space Study Findings (see Appendix) and generates space needs as a function of the following factors:

- Projected faculty hires per college and the anticipated need for office and support space
- Projected funded graduate students per college and the anticipated need for office and research space
- Projected Doctoral, Post-Doc and PhD students per college and the anticipated need for office, research and support space
- Assumptions about the percentage of research active faculty

per college and the anticipated need for research space, research assistant space and support

- Anticipated need for additional instructional labs and other specialized instructional space based on undergraduate and graduate enrollment

The space requirements were adjusted for the particular needs of each college with, for example, science and engineering lab requirements adjusted to factor for more space as compared to research space for humanities and social science and other non-STEM disciplines. In addition, the assumptions of the percentage of faculty members engaged in active research was adjusted for each college, with input from the Deans and Academic Affairs.

A summary of the total projected academic space requirements is as follows:

- Space required per the Right-Sizing of existing facilities:  
313,550 gross sf (190,650 net sf)
- Space required per projected enrollment and faculty increases:  
681,450 gross sf (414,350 net sf)
- Sub-Total Projected New Academic Space:  
995,000 gross sf (605,000 net sf)

### REPLACEMENT OF DEMOLISHED ACADEMIC SPACE

The proposed Master Plan demolition includes buildings that are in strategic locations on campus and are generally in need of significant capital investment. Most of these buildings are service facilities or are obsolete, one story buildings located in South Academic and Research District where the Master Plan envisions expansion over the next

decade and beyond. While the planning made every effort to avoid removing academic facilities, there are some that the plan proposes to demolish. These facilities are generally small and in need of investment and represent significant deferred maintenance needs. In addition, there are three academic facilities that are also planned for demolition because of their strategic location and condition – Middleton Library, Lockett Hall, and Tureaud Hall. While these are the only core campus buildings proposed to be removed, the list of the south campus academic buildings proposed for demolition are:

- Agricultural Engineering Shop
- Agricultural Metal Building
- Dairy Science
- E.B. Doran
- Electrical Engineering Building
- Engineering Lab Annex Building
- Engineering Research and Development Building
- Manship Research Facility
- Military Science – Aero Studies Building
- Old Forestry

- Wetlands Building
- Sea Grant Building, Storage and Shop Buildings

Space Required to Replace Demolished Academic Space:

1,058,000 gross sf (690,000 net sf)

Total Projected Academic Space Needs:

2,053,000 gross sf (1,295,000 net sf)

The table below provides a summary breakdown of right sized and projected space needs broken down by college.

**GENERAL PURPOSE CLASSROOMS:**

There is an opportunity for LSU to improve the utilization and efficiency of its general purpose classrooms. The findings of the classroom utilization study suggest that LSU can absorb the projected undergraduate enrollment increase within the existing campus classroom inventory with improved utilization and higher occupancy. Recognizing that the inventory may also benefit from some right sizing to better align with projected class sizes, there is an opportunity with new and renovated projects to create new classrooms that are better suited to ideal class sizes. The Master Plan also recognizes that, although the number of classrooms is adequate to sustain growth,

many classrooms are not well suited to current pedagogies that emphasize project-based and team learning models. The proportion, square footage per station size, as well as technology and general age and condition of many classrooms suggest the need for renovations.

There is also an opportunity to construct new classrooms within new academic buildings in order to take older spaces offline and repurpose for other uses. The proposed defragmentation/renovations of the historic core campus buildings also relies on repurposing some existing classrooms to accommodate departmental growth needs. These classrooms should be replaced either in new academic buildings or in the proposed strategic classroom addition to Coates Hall in the interest of keeping classrooms close to the core campus. Regardless of the timing of the gradual renovation and replacement of existing classroom, which will bring the overall quality of the learning environments of the university to contemporary standards as well as optimize use and efficiency, the current inventory can accommodate the projected enrollment growth. The details of this analysis are explained in greater detail in the Academic Space Study Findings report found in the Appendix.

Tab	COLLEGES, SCHOOLS, AND RELATED PROGRAMS	A EXISTING NASF	B EXISTING NASF Minus Classrooms	C Right Sized NASF Minus Classrooms	D Projected NASF Minus Classrooms	E Additional NASF	F Net:Gross Ratio	G Additional Gross Sq. Ft.
COA	College of Agriculture	678,909	665,043	695,833	720,862	55,819	63%	88,601
CA&D	College of Art and Design	214,593	198,860	189,493	241,014	42,154	60%	70,256
COE	College of Engineering	497,499	451,217	418,695	557,812	106,595	60%	177,658
CHSE	College of Human Science and Education	221,076	213,022	241,462	255,310	42,288	63%	67,130
CHSS	College of Humanities and Social Sciences	176,404	169,014	193,138	217,444	48,430	63%	76,880
CMDA	College of Music and Dramatic Arts	128,836	116,568	133,917	133,728	17,160	65%	26,410
COS	College of Science (Cannon MP)	521,212	510,020	553,000	612,950	102,930	58%	177,470
Law Ctr	Law Center	134,792	108,134	139,124	144,063	35,929	63%	57,040
MSMC	Manship School of Mass Communication	32,994	28,900	30,821	59,496	30,596	63%	48,570
OCOB	Ourso College of Business Admin	118,894	101,132	101,632	124,798	23,666	65%	36,410
CCE	College of the Coast and Environment	121,855	119,913	116,962	118,814		60%	
SVM	School of Veterinary Medicine	285,737	278,501	336,906	375,807	97,306	60%	162,180
<b>Totals:</b>		<b>3,132,801</b>	<b>2,960,324</b>	<b>3,150,982</b>	<b>3,562,099</b>	<b>602,874</b>		<b>988,606</b>

LSU TOTAL NASF - RIGHT SIZED AND PROJECTED

## 4.3 COMPONENT PLAN

# ADMINISTRATIVE AND SUPPORT SPACE RECOMMENDATIONS

The Master Plan recommends the following plan for the relocation and right-sizing of administrative and support departments.

### THOMAS BOYD, DAVID BOYD, AND HIMES HALL FOR KEY ADMINISTRATIVE OFFICES

- Thomas Boyd to house Academic Affairs, Accounting Services, Auditors, Budget & Planning, Financial Systems Services, the Office of Diversity, Finance & Administration, Risk Management, and Student Affairs. Storage currently located in Thomas Boyd will be moved to new remote storage facilities which will free up space for administrative offices.
- David Boyd to be dedicated to Research & Economic Development, Graduate School, and the Vice Chancellor of Research.
- Himes Hall to be used to accommodate the Office of Sponsored Programs, Testing, the Faculty and Staff Senates, Research (ORED), Graduate School, and other faculty support growth needs.

### PLEASANT HALL FOR STUDENT SERVICES DEPARTMENTS

Continuing Education and the NCBRT to move out of Pleasant Hall, providing space for the following student-focused departments to be collocated for improved efficiency and ease of access:

- Bursar
- Disability Services
- Enrollment Management
- First-Year Experience
- Experience LSU
- University Registrar

### FOSTERHALLFORPRESIDENTANDRELATEDDEPARTMENTS/ FUNCTIONS

The President's Office to be relocated to Foster Hall, the symbolic head of the Historic Quad. Other related departments to be relocated to Foster Hall include:

- Board of Supervisors offices, meeting rooms, and Board Room
- General Council
- Governmental Relations & Institutional Advancement
- Strategic Communications/Public Affairs
- Vice President of Human Resources Management & Risk Management

### UNIVERSITY ADMINISTRATION BUILDING (UAB) FOR NON-CAMPUS CORE DEPARTMENTS

Several departments that have a need for public access and convenient parking should be moved to the UAB once the President moves to Foster Hall:

- Human Resource Management
- Procurement
- The Emergency Operations Center. The nearby Lod Cook Conference Center will be used in emergencies to house first responders and other essential personnel associated with the EOC.

### NEW BUILDINGS

The new Support Facilities (south of Gourrier Lane) will provide an opportunity to consolidate support facilities and will free up their

current location for new academic and research space.

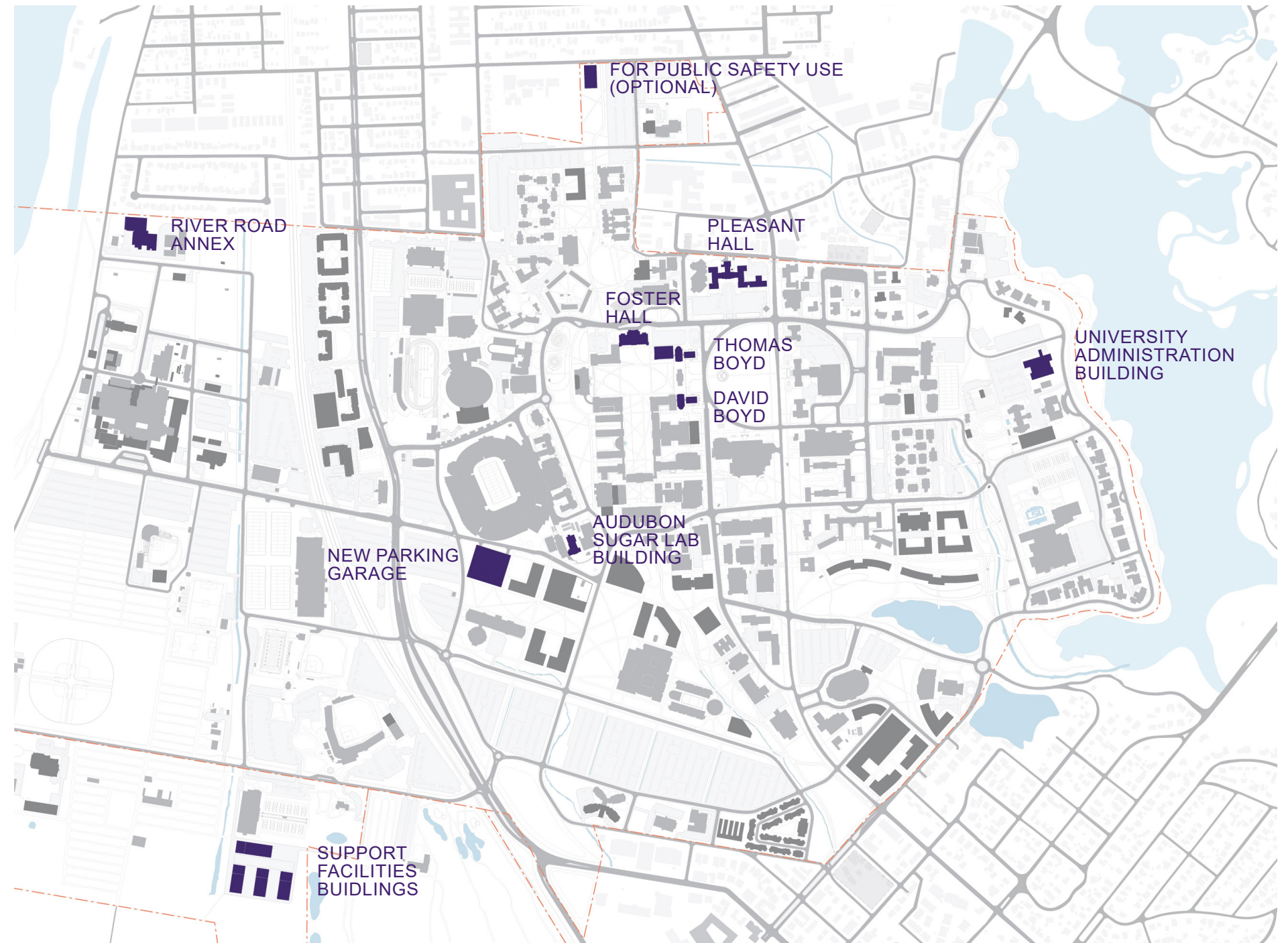
Relocating University Public Safety, preferably to the edge of the campus, will provide a more effective facility for the Police & Public Safety and Parking & Transportation departments. Moving Police & Public Safety out of the core of campus will also shift them away from the stadium and game day traffic, thus facilitating their ability to respond to duty calls.

Proposed department moves and space reallocations are captured in the table and map on the following page.



Proposed Building	Department	Existing Building
David Boyd	Dean - Graduate School	David Boyd
	Director of Economic Development's Office	Himes
	Vice Chancellor - Research	David Boyd
	Vice Chancellor - Research	Himes
Fred Frey	Office of CIO/Telecommunications	David Boyd
Foster Hall	Board of Supervisors	UAB
	General Council	UAB
	Governmental Relations & Institutional Advancement	UAB
	President's Office	UAB
	Strategic Communications/Public Affairs	Lakeshore House
Himes Hall	VP Human Resources Management & Risk Management	UAB
Himes Hall	Office of Sponsored Programs	Himes
	User Support & Student IT Enablement	Himes
Support Facilities Buildings	Administration	Facility Services Building
	Building Services	Facility Services Annex
	Facilities Planning & Facilities Maintenance	Facility Services Building
	Facilities Finance & Accounting	Facility Services Annex
	Planning, Design, & Construction	Facility Services Building
New Parking Garage	Parking & Transport	University Public Safety
New Public Safety Building	Police & Public Safety	University Public Safety
Pleasant Hall	Bursar	Thomas Boyd
	Disability Services	Johnston Hall
	Enrollment Management	Pleasant Hall
	Facilities Maintenance (Storage)	Pleasant Hall
	First Year Experience	Johnston Hall
	Experience LSU	Johnston Hall
	University Registrar	Thomas Boyd
Support Facilities Building	Financial Systems Services (Storage)	Thomas Boyd
	Procurement Storage	Thomas Boyd
	VP Finance - Administrative Storage	Thomas Boyd
Thomas Boyd	Academic Affairs	Thomas Boyd
	Accounting Services	Thomas Boyd
	Budget & Planning	Thomas Boyd
	Executive VP & Provost of Academic Affairs	UAB
	Financial Systems Services	Thomas Boyd
	Internal Audit	MSRF and UAB
	Office of Diversity	Thomas Boyd
	Risk Management	University Public Safety
	VP Finance & Administration/CFO	Thomas Boyd
	VP for Student Affairs	Thomas Boyd
University Administration Building	Emergency Operations Center (EOC)	University Public Safety
	Human Resource Management	Thomas Boyd
	Procurement	Thomas Boyd

PROPOSED DEPT. MOVES AND RELOCATIONS



ADMINISTRATIVE AND SUPPORT SPACE RECOMMENDATIONS



## 4.3 COMPONENT PLAN

# DINING

The findings and recommendations summarized in the Needs Assessment section of this report and detailed in the Dining Study Findings document (see Appendix) shaped and supported the dining demand projection and recommendations.

### RECOMMENDATION: SHORT TERM

- Work with LSU's auxiliary staff and dining partner to evaluate demand gaps and integrate on-going concept planning efforts to meet the needs of underserved areas of campus.
  1. Consider creative service styles to meet high customer demand (throughput) in the academic core.
  2. Likely locations to consider future dining based on demand gaps include:
    - Future development on the south end (library building, academic buildings, etc.).
    - Potential expansion, renovation, or replacement of the 459, particularly considering traffic generated by UREC activity. However, the dining venue should remain proximate to the primary users in the residential area.
- Monitor the impact of the dining expansion in the Library and College of Art & Design building and the new dining platform in Patrick Taylor Hall and recalibrate demand if necessary.

### RECOMMENDATIONS: LONG TERM

- As LSU plans new buildings, particularly on the southern end of campus, revisit the demand projections and integrate dining to address demand gaps to better serve campus needs. Refer to the maps on the following page.
- Continue to work closely with LSU's dining partner to ensure the

appropriate back and front-of-house planning for new facilities. Early planning and collaboration allows the necessary space, menu, service style, and overall adaptability and flexibility for dining platforms to evolve with student preferences.

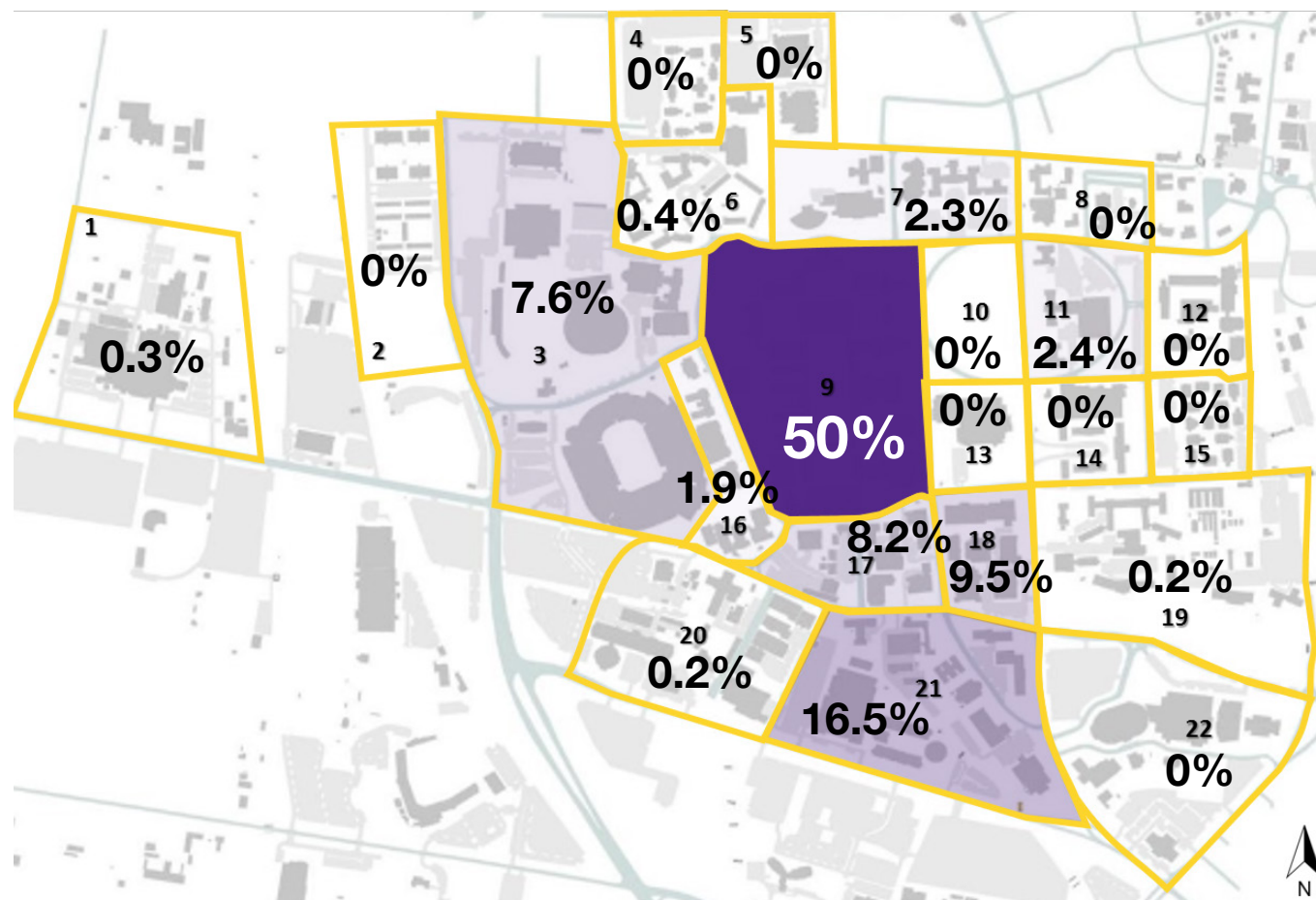
### DINING FRAMEWORK COMPONENTS

The dining framework will guide University decisions concerning location, type, and size of future dining venues in response to the Master Plan and anticipated enrollment growth.

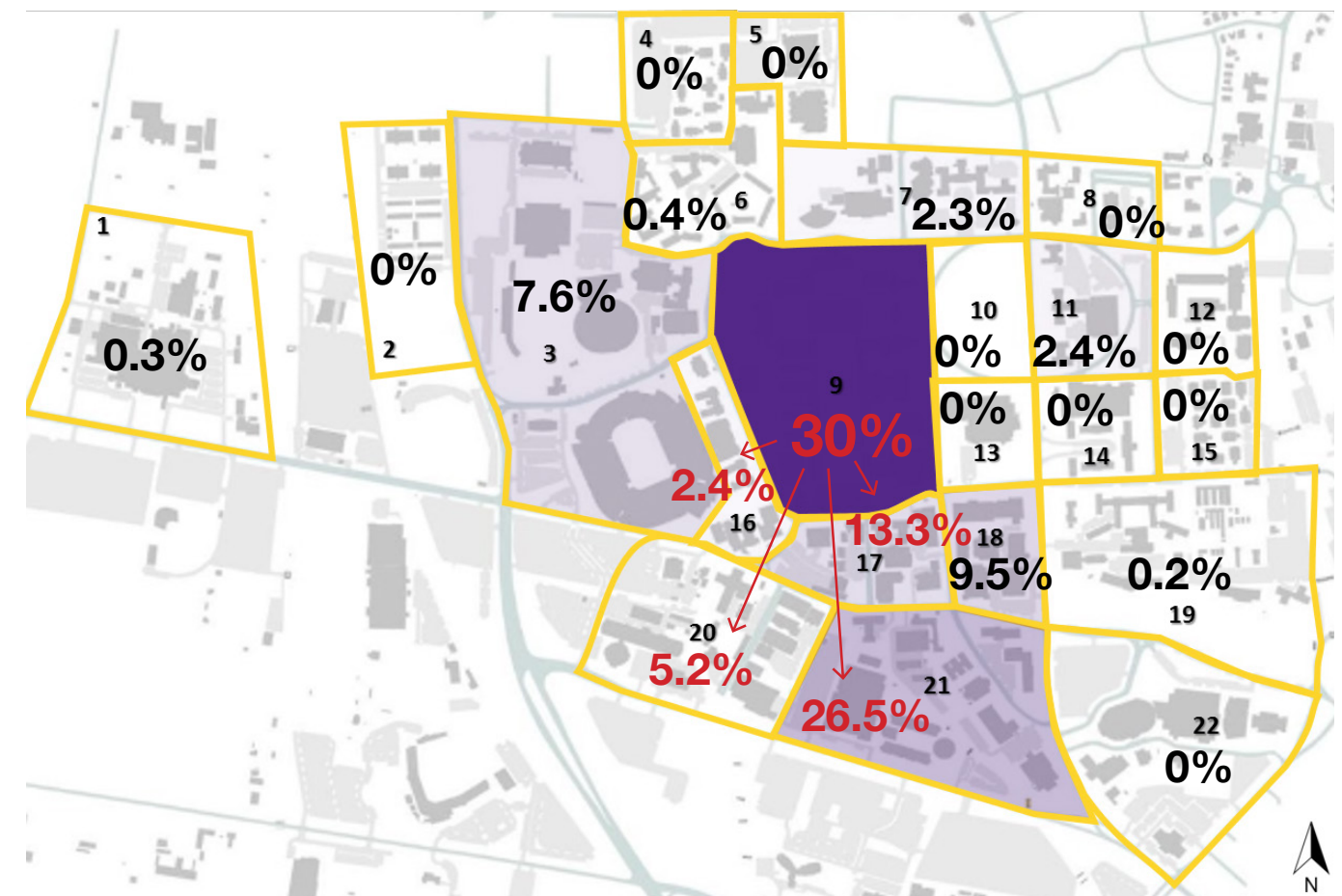
The two key components of the dining framework include:

- Establishing a clear dining vision in alignment with LSU's broader institutional mission.
- Developing a demand model to project future dining utilization that incorporates major population shifts due to campus development and enrollment growth.

### LSU Mid-day Population Density Shifts to The South Driven by Future Master Plan Development



CURRENT: MID-DAY POPULATION DISTRIBUTION



FUTURE: MID-DAY POPULATION DISTRIBUTION

**Legend**



### 4.3 COMPONENT PLAN

## MOBILITY - CAMPUS MOBILITY SYSTEM

Implementation of the Master Plan mobility recommendations will not only transform the way staff, students and faculty travel, but is also essential to realizing the build-out of the Master Plan. Under the status quo, demand for parking will continue to grow, jeopardizing the ability to replace surface lots with new buildings, greens and open spaces. The overall approach recommended here focuses on a re-balancing of the transportation system away from parking and driving and towards greater transit use, walking and biking—much like LSU’s peers have. This will accomplish the mode shift necessary to reduce parking demand and open up land to support the Master Plan. Elements of this approach are already happening: on-campus, bike share stations are being added soon, and new student housing is planned within walking distance of classrooms; off-campus, a new rail tram is planned for Nicholson Boulevard, and the City continues its partnering with the University to reduce roadway congestion and better accommodate non-motorized modes. However, the University will need to take bold steps to realize the level of transformational change envisioned by the Master Plan including:

- An overhaul of current parking policy to create a demand-responsive, tiered permit system which places the appropriate

value on high-demand core spaces and rewards remote parkers

- Transforming TIGER Trails to a higher-capacity, reliable and more frequent bus service connecting off-campus housing and remote parking with the campus core
- Creation of highly-visible walking and biking networks and infrastructure that penetrate campus edges better and connect beyond to growing regional networks; and
- Developing a flagship LSU transportation benefits program which provides best-practice, best-in-class incentives for staff, faculty and students to drive less

A transformation in the way LSU travels will only occur by providing more user-choice, convenience, affordability, comfort and safety. For this to happen, the transportation system must undergo capital investment and programmatic change. However, above all, travel habits and assumptions about travel choices must undergo a culture change. Principal amongst these changes is the recognition that a “business as usual” approach to parking and driving habits is not sustainable. Additionally, to realize the Master Plan vision the numbers of staff, students and faculty choosing to walk, for at least the last leg of their trip, will need to significantly increase.











### CORE PRINCIPLES

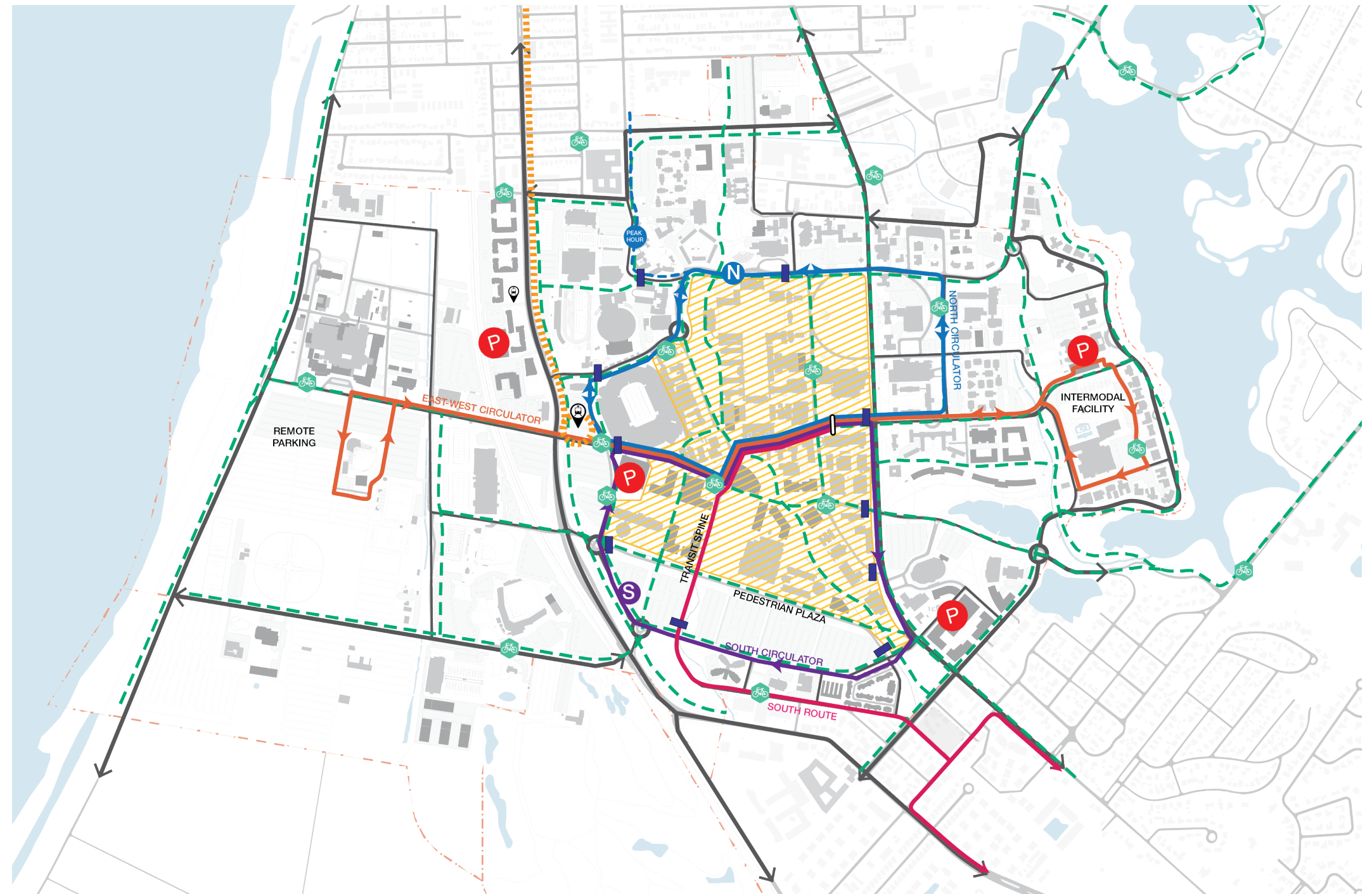
- Restrict private vehicle access to LSU’s walking core
- Re-calibrate the parking permit system to reduce demand for driving
- Reduce walking, biking and vehicular conflicts
- Establish a family of multi-modal streets
- Improve comfort and safety between remote parking lots and campus core
- Increase the attractiveness of the bus system as an alternative to driving

The above steps achieve a less congested parking system, a more comfortable and safer walking environment, a protected biking system connected to the region, and a more efficient, higher-frequency bus system serving off-campus student housing and remote parking.



**Legend**

-  Parking Garage
-  Bicycle Facility
-  Bike Share Station
-  BR Tram
-  BR Tram Station
-  East West Circulator
-  South Circulator
-  South Route Transit
-  Campus Gate
-  Pedestrian Core



CAMPUS MOBILITY SYSTEM PLAN



#### 4.3 COMPONENT PLAN

## MOBILITY - TRANSPORTATION DEMAND MANAGEMENT (TDM)

TDM programs are a foundational element of re-balancing LSU's transportation system. Robust TDM programs will reduce demand for parking, thereby freeing up land for the new South Academic and Research District growth, restored open space and new student housing. TDM programs also represent a "carrot" in the face of what may be perceived as the "stick" of parking pricing increases. By reducing demand for driving, TDM programs both use existing transportation infrastructure more efficiently and reduce demand for new parking supply. Below are specific TDM programs to consider introducing or expanding:

### DEDICATED TRANSPORTATION COORDINATOR

In order to set up a comprehensive Transportation Demand Management (TDM) program, it is recommended that LSU hire a full time position. TDM Coordinators are increasingly commonplace at large university campuses across the nation and help run day-to-day administration of transportation programs, answer phone calls and initiate and promote new programs.

### DEVELOP AN LSU TDM PROGRAM

Staff/ Faculty TDM Program:

Typically programs that require higher levels of subsidy and year-round investment such as transit subsidy programs are available to faculty and staff. Programs provide campuses with a competitive advantage, helping employee retention, increasing job satisfaction, and incentivizes those to try non SOV (single occupancy vehicle) modes

Student TDM Program:

The program should initially focus on promoting existing offerings such as Zipcar, Geaux Ride ridematching, and the CATS transit system. The TDM coordination should work to improve existing walking and biking programs and prioritize efforts to connect the campus and City Parish multimodal infrastructure.

### TRANSPORTATION DEMAND MANAGEMENT (TDM)

TDM describes strategies that optimize transportation services and infrastructure by incentivizing travel by more space-efficient and sustainable modes such as mass transit, bicycling and walking. This shifts trips to non-peak hours (flexible schedules) or avoids vehicular trips altogether. Tools include changing costs of service, improving information, mixing together walkable land uses, and employing new technology (mobile apps, telecommuting, etc.).

## Elements Of Campus Transportation Demand Management (TDM)



## POTENTIAL ELEMENTS OF AN LSU TDM PROGRAM

- **Car Share:** Zipcar car share is currently available on campus for students, faculty, and staff and should be heavily promoted to affiliates
- **Ridematching:** Carpool services are provided through GeauxRide, an online platform that matches individuals with similar commutes. Members can search the network for open seats or post their ride and destination to make seats available to other users
- **Walk/ Bike Incentives:** LSU currently offers no formal walk/ bike programs. Other campuses actively promote walking and biking through incentive programs
- **Annual promotional events** should be conducted to raise awareness amongst the student population. This can include inviting local service providers on campus such as CATA, GeauxRide and Baton Rouge Bikeshare
- **Alternative Work Arrangements:** The University should encourage alternate work arrangements for faculty and staff whose responsibilities can be accomplished effectively outside of a University office and/or traditional work schedule for part or all of the workweek
- **Incentivize Off-peak Class Scheduling:** The peak parking demand occurs around 11am and 1pm, which creates a traffic and congestion on local campus roads and parking lots. Incentives to hold class outside of these hours would spread roadways and parking demand across the day

#### 4.3 COMPONENT PLAN

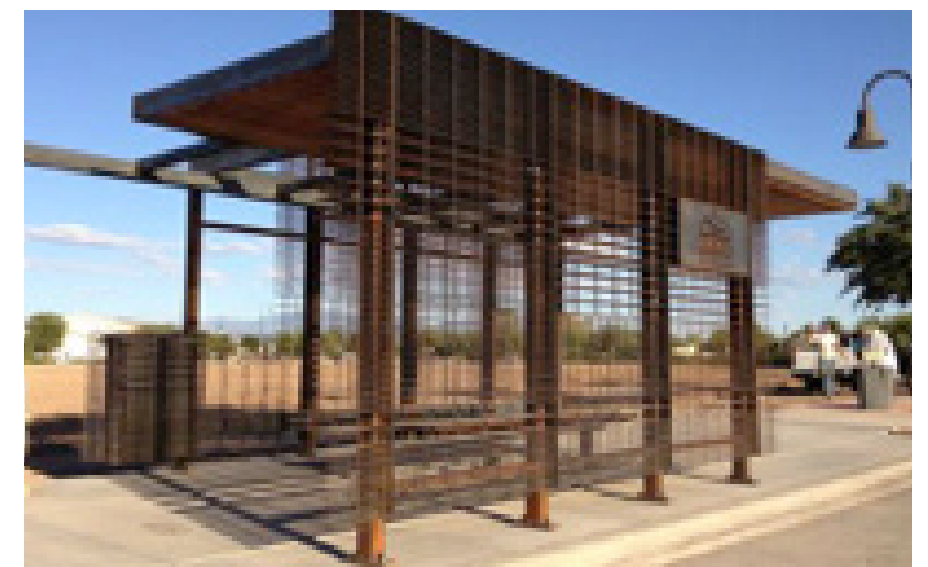
### MOBILITY - PUBLIC TRANSIT

The transit strategy helps to facilitate the longer term Master Plan, as well as resolve existing operational issues in the very short term. Specific short-term Tiger Trail route realignment and service recommendations are located in the Short-Term Transit Recommendations technical analysis memo (see Appendix.)

The framework behind the long-term transit recommendations is based on the following principles:

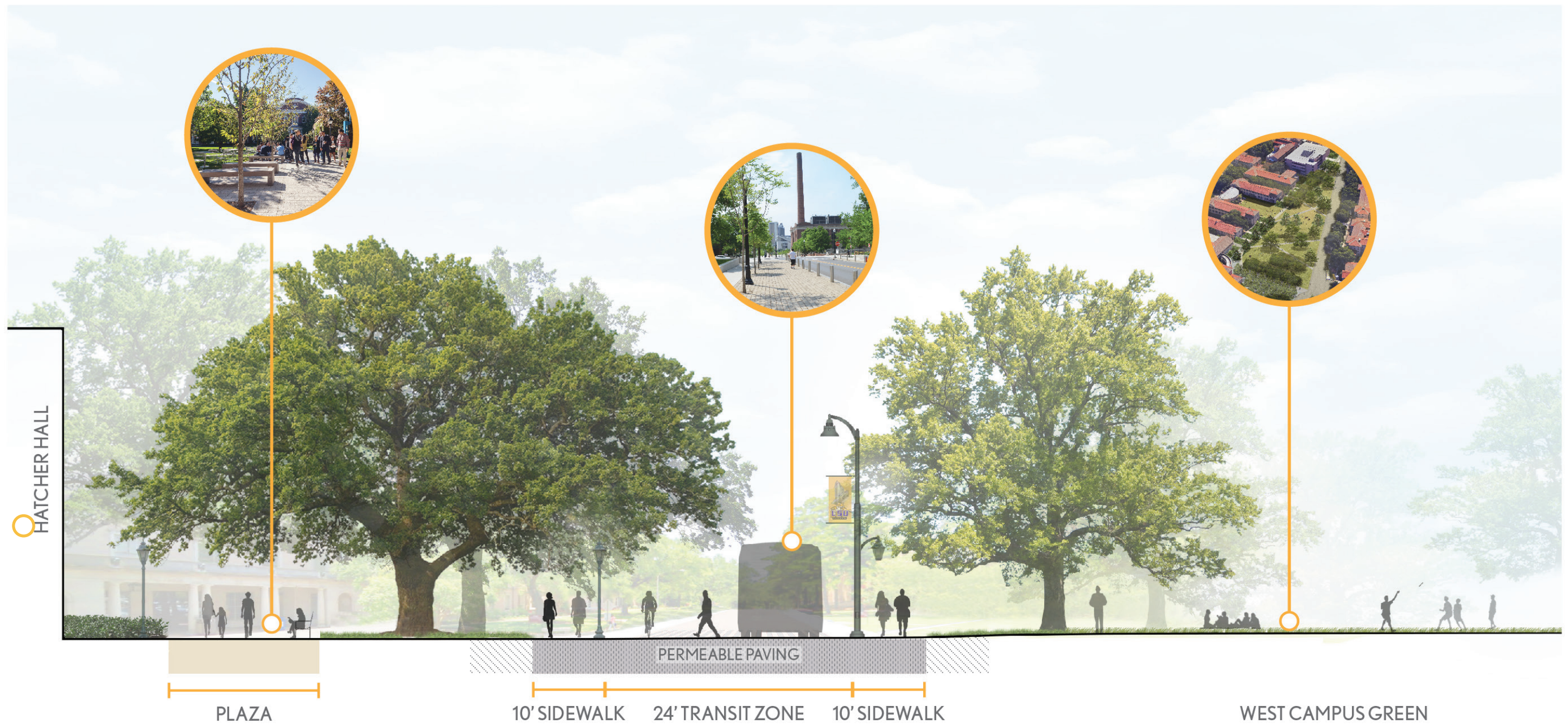
- The Master Plan presents an opportunity to comprehensively rethink Tiger Trails as part of parking demand reduction strategy and means of realizing a greener, denser campus with fewer surface lots.
- Provide more direct Lakefront service, reducing the appeal of driving between the campus core and the fraternities, sororities and new Rec Center.
- Provide more robust off-campus service creating a viable alternative to driving for the growing off-campus population
- In the immediate term, reconfiguring the existing shuttle system services can be a cost-neutral strategy to provide better service to off-campus housing .
- Adjustments to on-campus routes can also help to reduce intra-campus trips by car between more remote campus facilities and the core of campus.
- Paired with restructured parking pricing, shuttle services can also help to support a remote parking strategy, reducing pressure to provide parking near the core
- A robust east-west service will make currently underutilized lots at the levee more appealing for remote parking.

- Opportunities to dedicate roadways for transit only will help improve travel times and provide an appealing and viable alternative to driving.



STATE-OF-THE-ART CAMPUS BUS SHELTERS&TECHNOLOGY





TRANSIT SPINE SECTION

## TRANSIT ROUTES

### *North-South*

- The North-South transit route serves residential areas south of campus in a transit only corridor.
- This corridor is intended to provide high quality and frequent transit service for students, faculty, and staff from off-campus housing and destinations, remote parking south of South Quad Drive, and through the new South Academic and Research District.
- The commuter shuttle will serve the core of campus at a dedicated turnaround and layover at the Student Union .

### *East-West*

- The East-West transit route serves existing remote parking west of Nicholson Boulevard, including a new dedicated bus stop and turnaround.
- The bus stop would be equipped with shelter, lighting, security, real-time bus information, TramLink information, bike share and proximity to car share.
- Lakefront housing, the new Recreation Center, and a new garage would be served on the east side of campus.

## ON-CAMPUS CIRCULATION

### *North Loop*

- This proposed circulator provides more efficient service between intra-campus locations including Nicholson Gateway.
- Direct access will be provided to on-campus housing surrounding the campus core and provide direct front-door service to campus buildings, services, and destinations around the Historic Quad.

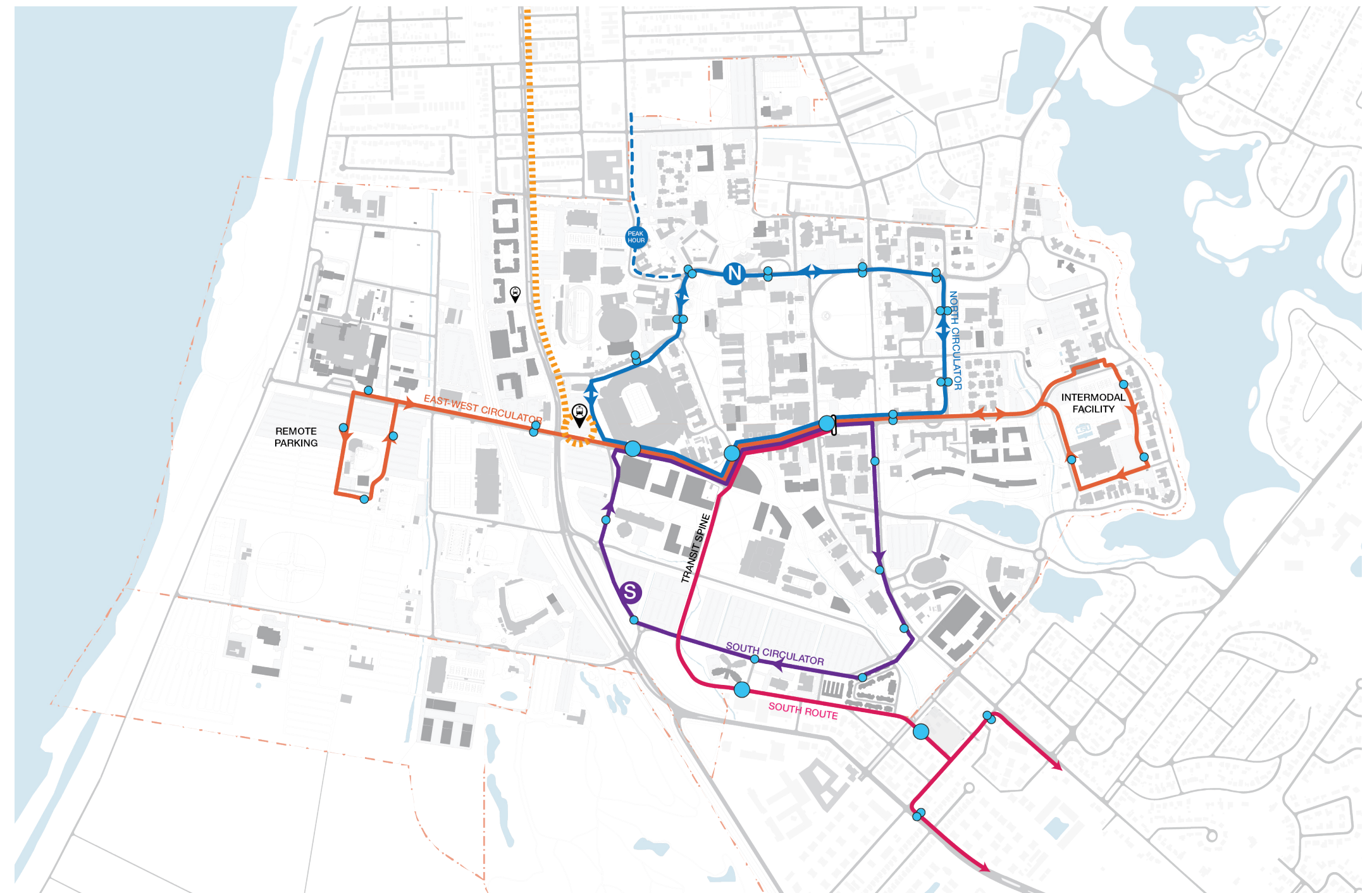
### *South Loop*

- This efficient and shorter loop provides dedicated service from the southern parking lots to the core of campus.







## SHORT-TERM TRANSIT RECOMMENDATIONS

In the immediate-term, the following recommendations can help improve ridership and reduce demand for driving. More detail is provided in the Short-Term Transit Recommendation memo (see Appendix.)

- Improve the branding of the Purple, Gold, and Purple Union routes to clarify how these three routes operate together but differently may help new users understand the system quicker and make the system more legible overall
- Bi-Directional Service: Routes should be reconfigured to provide bi-directional service, making off-campus service easier to use and understand
- The Garden District could be served more effectively by breaking the route into two bi-directional routes: One route should provide bi-directional service between campus and the Garden District neighborhood
- Service to shopping destinations on Perkins Road could be discontinued due to low ridership productivity
- Bi-directional Service could be provided between campus and Perkins Street via Stanford Street



**Legend**

-  East West Circulator
-  North Circulator
-  South Circulator
-  South Route Transit
-  BR Tram
-  BR Tram Station

LONG-TERM CAMPUS TRANSIT



## 4.3 COMPONENT PLAN

# MOBILITY - CIRCULATION AND STREET NETWORK

The proposed circulation and street network improves safety, reduces conflicts between cars, bikes and people on foot, and defines a clear hierarchy that comprises: a pedestrian core, two transit spines, a bike and pedestrian spine connecting the core of campus to the periphery, and parking pushed to the perimeter of campus. This is accomplished through these key principles:

### REMOVE PRIVATE VEHICLES FROM THE CAMPUS CORE:

Private vehicles are restricted from the core (with the exception of ADA parking on Dalrymple Drive, Highland Road, S Campus Drive, and Fieldhouse Lane and during game day and special events) in order to create a safe, accessible, and comfortable pedestrian environment, removing today's core conflicts.

### ESTABLISH A CORE WALKING ZONE:

Walking is the predominant means of travel in the campus core, and the infrastructure should reflect that. Campus transit, pedestrians, bicycles and service vehicles will operate slowly and share many routes in the core.

### CREATE A VISIBLE AND CONNECTED BICYCLE NETWORK:

Dedicated bike lanes are needed across campus to provide safe accommodation and a visual reminder that bikes are an integral part of campus travel. Off-campus facilities such as bike share and local and regional dedicated bike lanes should provide connections between higher concentrations of housing and campus.

### PROVIDE DEDICATED TRANSIT ROADWAYS INTO THE CORE:

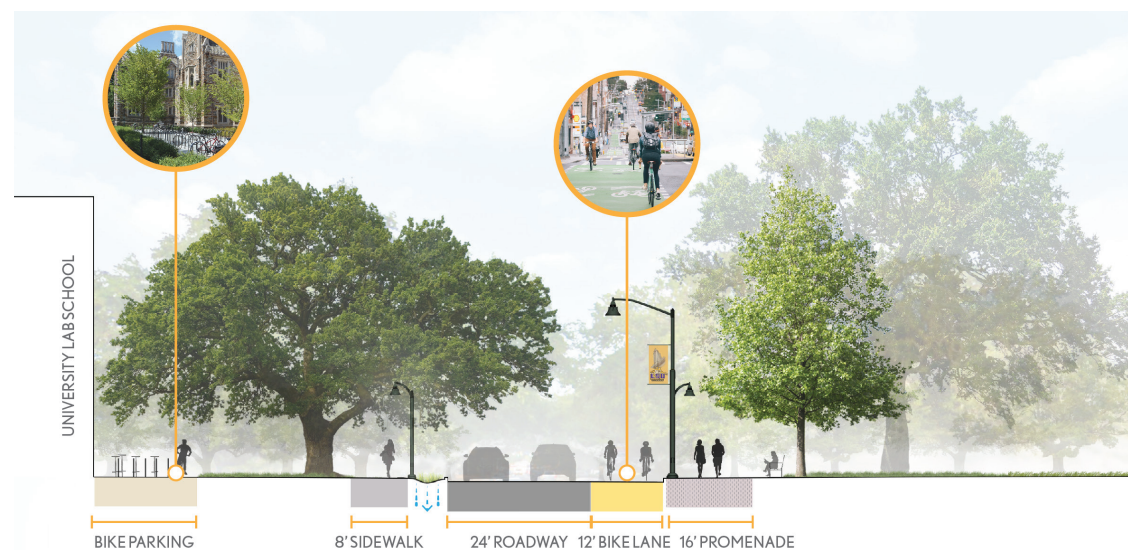
New north-south and east-west transit spines will provide prominent,

frequent service, attracting riders while providing maximum convenience for riders. Spines provide direct connections to remote parking, on-campus destinations, and gateways to off-campus housing.

### PENETRATE BARRIERS ALONG CAMPUS EDGES:

New walking and biking connections connect growing off-campus housing options to reduce on-campus parking need. Improved pedestrian signalization is coupled with vehicle signal improvements to reduce congestion.

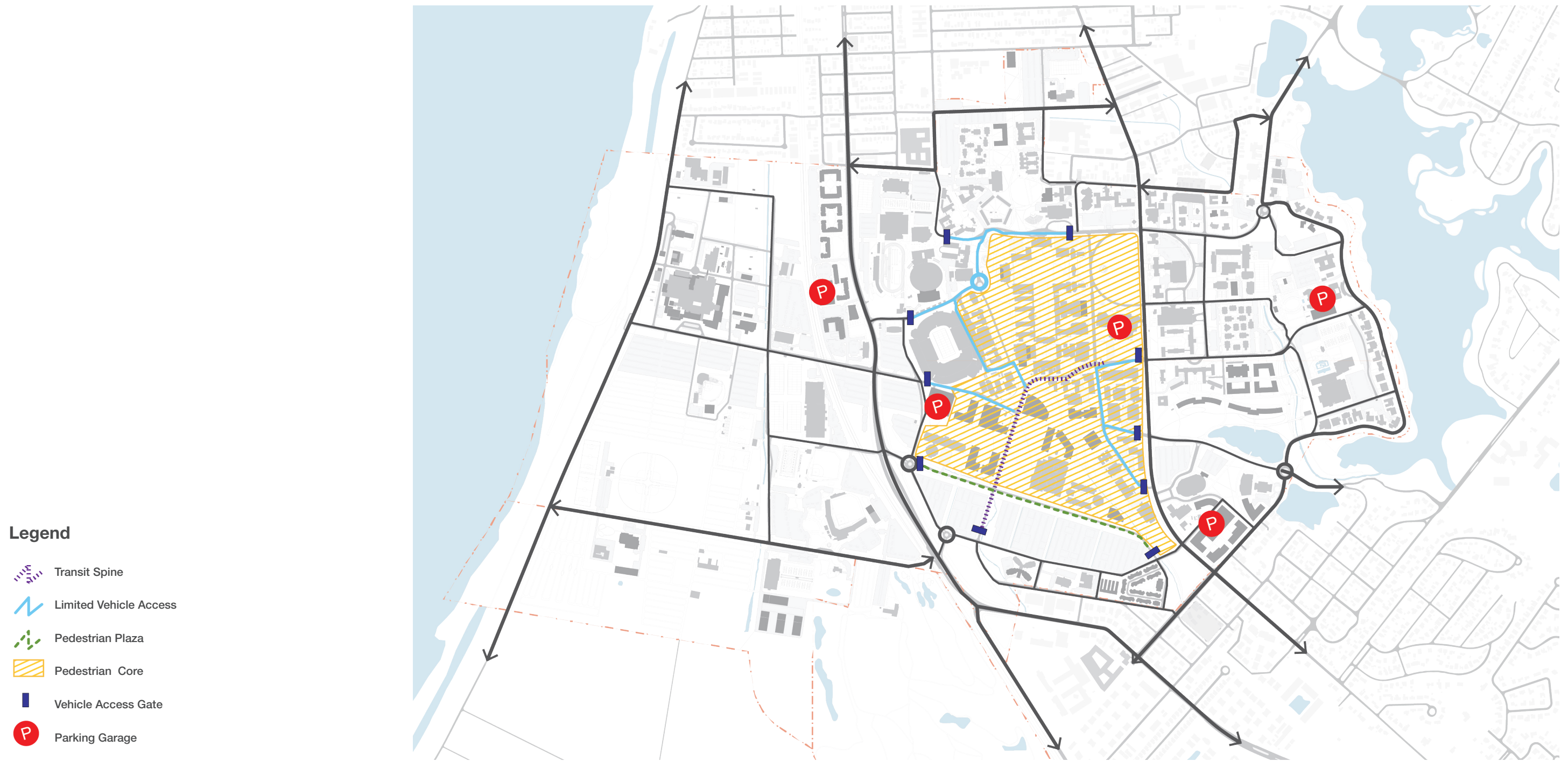
**IMPROVE REGIONAL CONNECTIONS:** A campus that is better-connected to the region by car, transit, and biking will better serve staff, students and faculty.



TYPICAL SECONDARY ROUTE SECTION - PROPOSED



HIGHLAND ROAD SECTION - PROPOSED



CAMPUS CIRCULATION AND STREET NETWORK



### 4.3 COMPONENT PLAN

## MOBILITY - PARKING

The following provides a phased approach to parking that ultimately achieves the Master Plan vision for a car-free core and development of the new South Academic and Research District by incentivizing remote parking.

#### SHORT TERM

In the short term, a tiered parking pricing program is recommended including a premium zone in the core, secondary zone, tertiary zone and a remote zone located west of Nicholson Boulevard. Pricing is tailored to reflect existing levels of demand and recognizes the desirability of parking in the core. Pricing sets the stage to remove parking from the core in the long-term (with the exception of ADA parking on Dalrymple Drive, Highland Road, S Campus Drive, and Fieldhouse Lane)

#### MEDIUM TERM

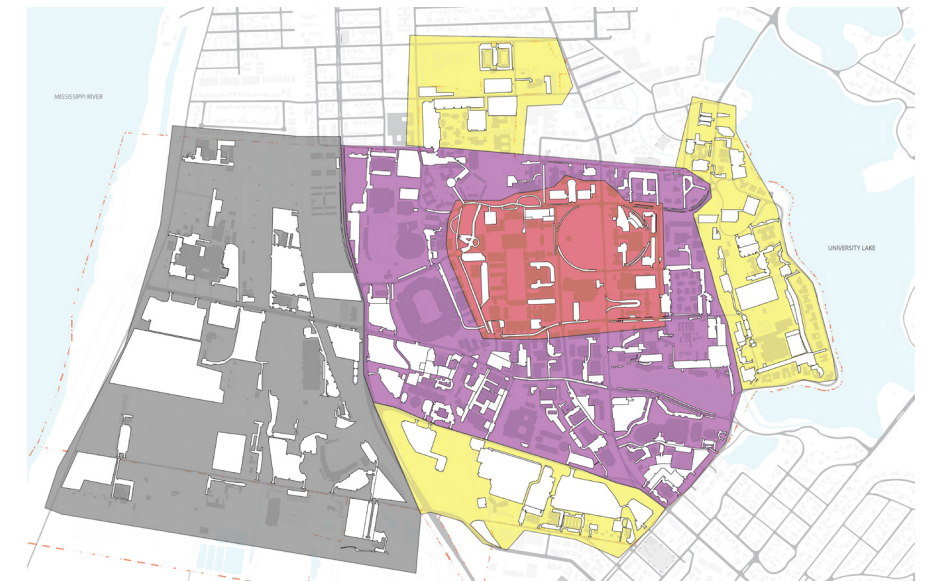
In the medium-term, the core car-free zone is implemented. The premium zone is bumped out to the location of the former secondary zone, and the secondary zone is mapped on the former tertiary zone. The tertiary zone is eliminated, and the secondary zone is shifted over toward Highland Road.

#### LONG TERM - MASTER PLAN

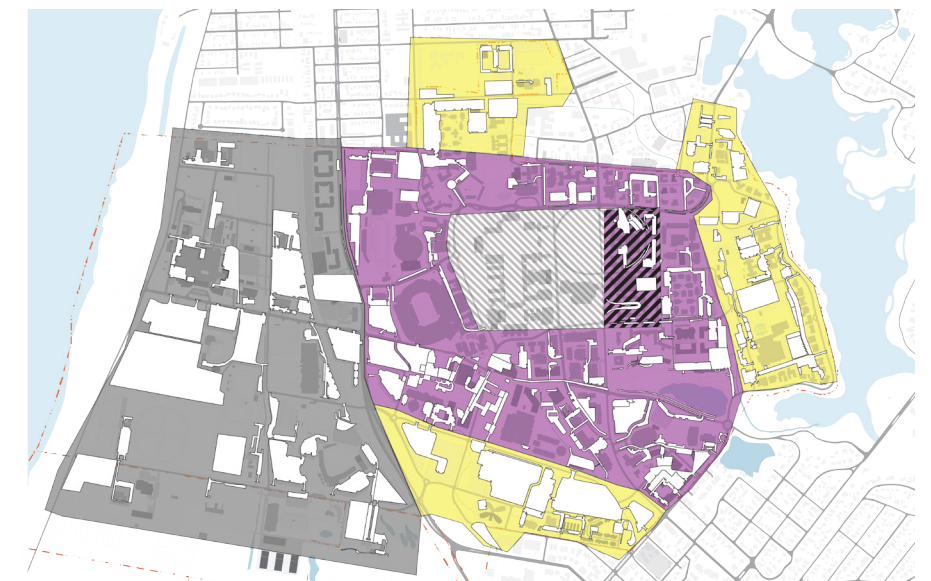
The long-term parking plan includes a car-free, core zone, premium, secondary, tertiary, remote zones; includes new garages when buildings displace more surface lots. Cheaper parking is available in all areas of campus (the existing garage can be priced more cheaply to increase its use). Permits for higher-priced high-demand areas close to the core are sold to faculty and staff first, then students

#### PARKING PHASING

Parking ratios remain high, even after parking is removed from the core



SHORT TERM PARKING ZONES



MEDIUM TERM PARKING ZONES

Phase	Existing Parking Spaces	Total LSU Population	Parking to Remove	Total	Spaces per Affiliate
Existing	28,300	37,700	--	28,300	0.75
Interim	28,300	37,700	1,600	26,800	0.71
Master Plan	28,300	37,700	3,600	23,200	0.61

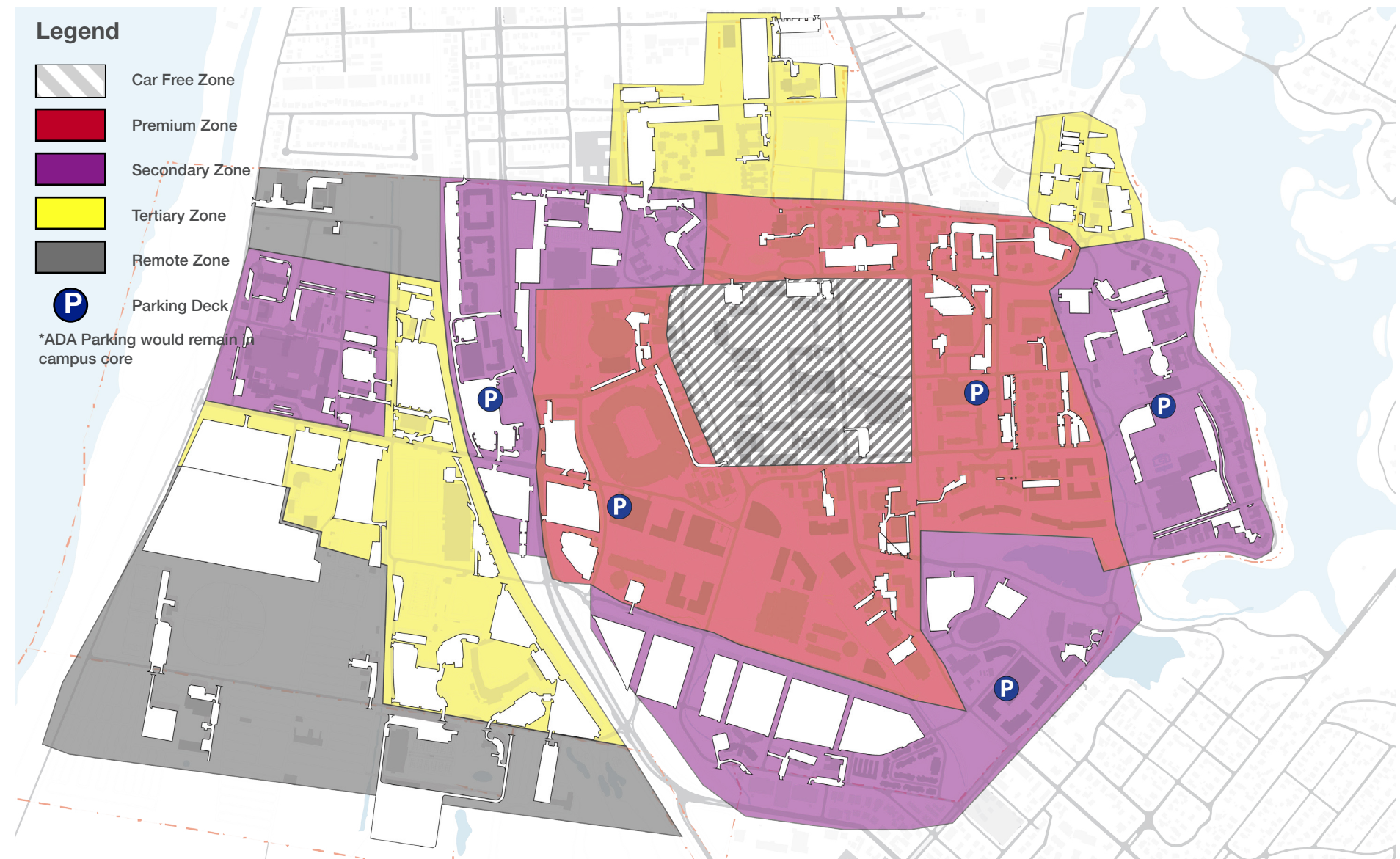
PARKING PHASING

**ZONAL/ TIERED PRICING**

By restructuring the permit program and pricing to respond to demand and reward those who take the time to park remotely and walk or ride a bus to the center of campus, parking availability closest to the core will increase.

- **Premium Zone:** Permit holders would pay the highest rate to park close to the campus core. Faculty and staff members should be offered these permits before selling to other affiliates.
- **Secondary Zone:** Permit holders would pay a moderate rate to park in facilities located on the periphery of the campus core.
- **Tertiary Zone:** Permit holders can pay much less than other tiers to park in more remote lots, with longer walks or shuttles connected to the campus core.
- **Remote Zone:** Parking is at the lowest price possible in the most remote lots with shuttle services commuting to the campus core.

Restructuring the permit program is expected to maintain or increase current permit program revenues; however, the intended results of the new structure are to increase parking availability and offer users a choice in price and location. Permit rates and overall ratios should be adjusted on a semester basis to reflect observed parking demand.



MASTER PLAN PARKING PERMIT ZONES

## HISTORIC CORE GAME DAY PARKING SCENARIO STUDY

LSU is a major regional and statewide draw for events, particularly football games. Seven times a year the campus swells with over a hundred thousand visitors and fans, many of whom arrive the day before the game to tailgate and celebrate the school's football tradition.

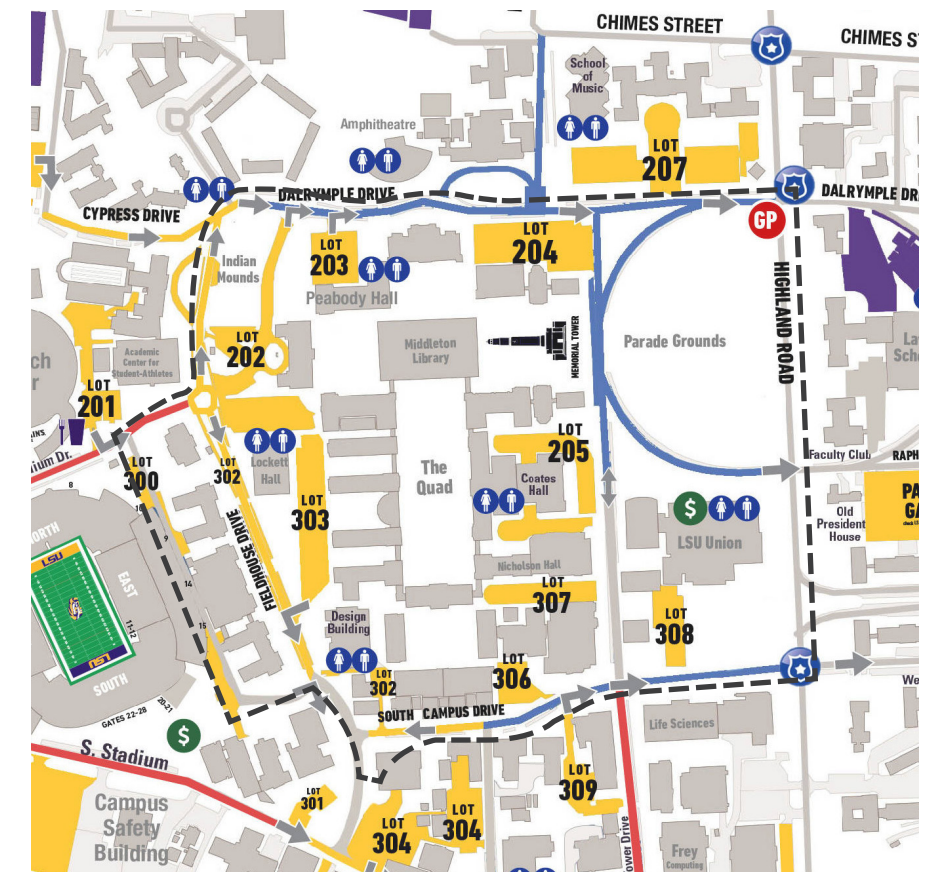
The Master Plan parking strategy seeks to support and enhance the amenities offered to the visitors and fans, by improving parking areas, providing more space for tailgating and adding shade trees. While the recommendations for the campus historic core removes parking lots and private vehicle access, the Master Plan team worked closely with LSU Athletics to ensure that tailgaters, season ticket holders and others can continue to access the campus core during game day.

This is accomplished through the following strategies:

- Replacing the majority of existing core campus lots with flexible plaza space

- Flexible plaza areas can be used for parking during game day and special events as needed, but will otherwise be restricted to private vehicles
- Total game day supply in the campus core can be modestly increased to a total of approximately 1,500 spaces; and potentially more if the new West Campus Green is also parked
- During regular academic days access to flexible plaza areas will be restricted to minimize pedestrian and vehicular conflicts
- Areas traditionally used for tailgating, such as the lots south of South Quad Drive, will be expanded and enhanced for tailgating

Similar schemes have been successfully implemented at a number of first division football schools that balance needs for a safer, greener campus core while also celebrating the tailgating, camping traditions of game day football. Similar improvements to the game day experience, and removal of daily parking areas, will occur in limited areas outside of the core as well.



FLEXIBLE PLAZA SPACE ON NORMAL DAY



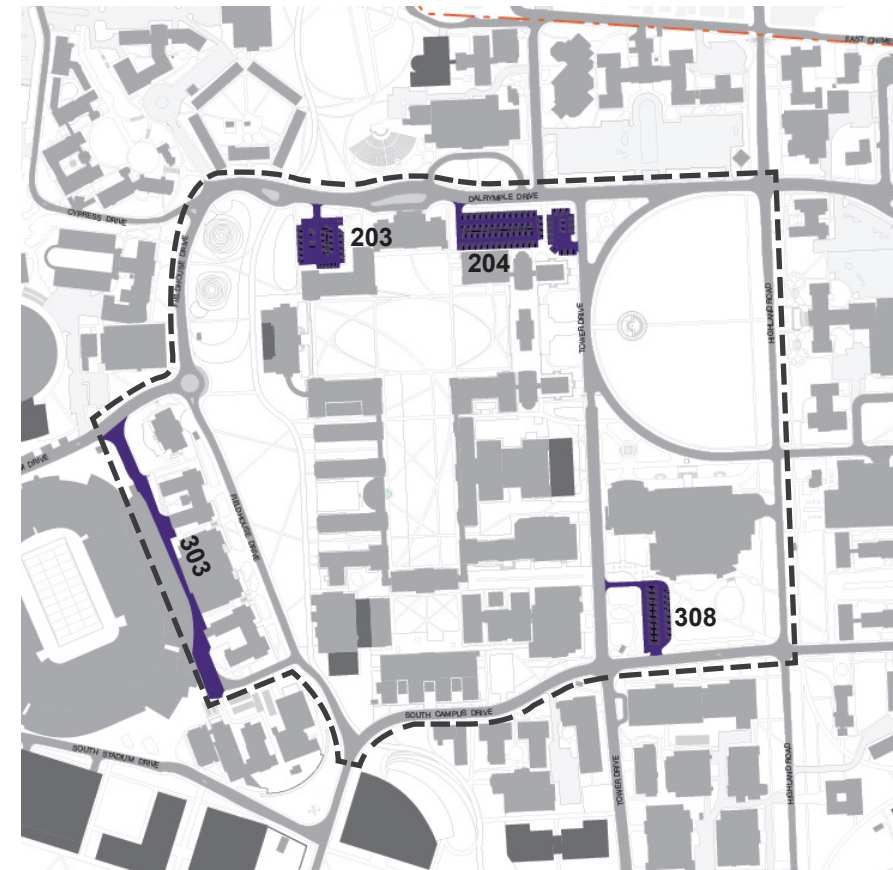
FLEXIBLE PLAZA SPACE ON GAME DAY

EXISTING CAMPUS CORE GAME DAY PARKING CAPACITY	
LOT NUMBER	# OF SPACES
202	212
203	67
204	174
205	125
300	124
302	114
303	148
306	49
307	82
308	57
Dalrymple Drive	65
Tower Drive	47
Raphael Semmes Road	112
South Campus Drive	51
<b>Total in Core</b>	<b>1427</b>

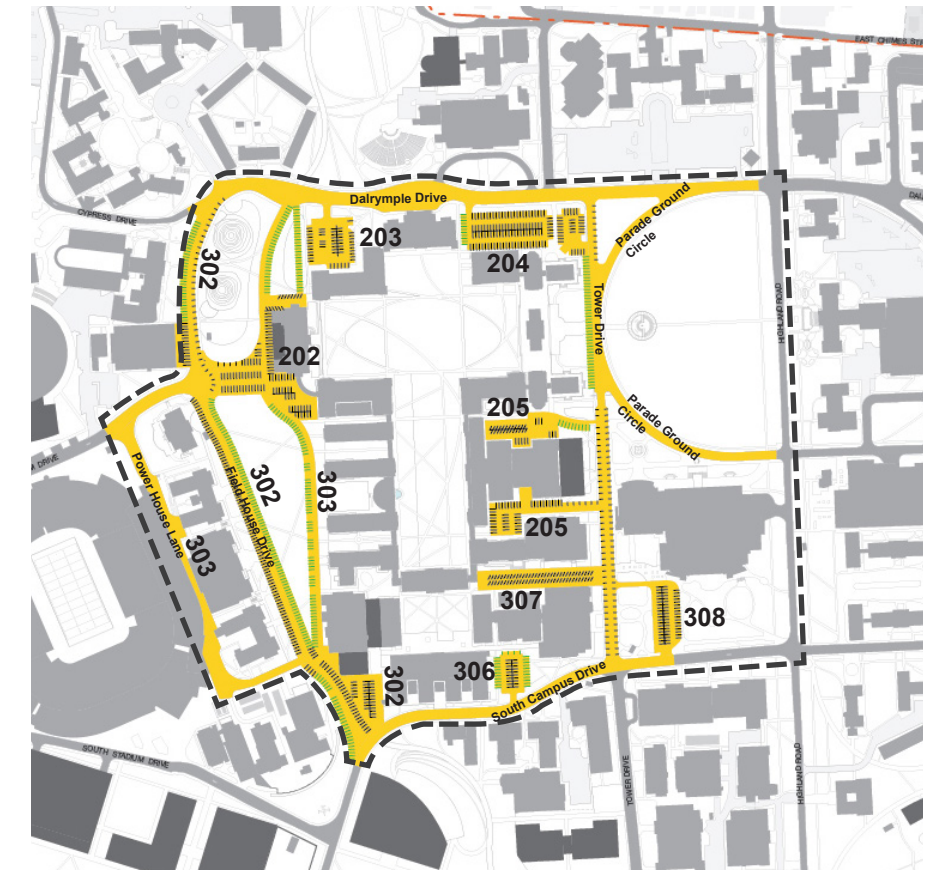
EXISTING CAMPUS CORE PARKING CAPACITY (GAME DAY)



### Proposed Parking Capacity (Normal Day)



### Proposed Parking Capacity (Game Day)



#### Legend

- Normal Day Parking Space
- Game Day Parking Space
- Parking Space on Hard Space
- Parking Space on Soft Surface
- Study Boundary

PROPOSED CAMPUS CORE NORMAL DAY PARKING CAPACITY	
LOT NUMBER	# OF SPACES
202	0
<b>203</b>	<b>58</b>
<b>204</b>	<b>142</b>
205	0
<b>300</b>	<b>124</b>
302	0
303	0
306	0
307	0
<b>308</b>	<b>54</b>
Dalrymple Drive	0
Tower Drive	0
Raphael Semmes Road	0
South Campus Drive	0
<b>Total in Core</b>	<b>378</b>

PROPOSED CAMPUS CORE PARKING CAPACITY (NORMAL DAY)

PROPOSED CAMPUS CORE GAME DAY PARKING CAPACITY	
LOT NUMBER	# OF SPACES
202	162
<b>203</b>	<b>58</b>
<b>204</b>	<b>152</b>
205	89
<b>300</b>	<b>124</b>
302	350
303	61
306	41
307	67
<b>308</b>	<b>54</b>
Dalrymple Drive	65
Tower Drive	133
Raphael Semmes Road	112
South Campus Drive	51
<b>Total in Core</b>	<b>1519</b>

PROPOSED CAMPUS CORE PARKING CAPACITY (GAME DAY)

## 4.3 COMPONENT PLAN

# MOBILITY - PEDESTRIAN CIRCULATION AND SAFETY

The following Master Plan recommendations are aimed to improve pedestrian circulation and safety:

### ESTABLISH HIERARCHY

- Emphasize a system of major pedestrian routes supported by a secondary & tertiary network that connects across the campus, providing safe and clear paths for students and visitors to major campus destinations.

### A CAR-FREE, WALKING CORE CAMPUS

- Remove cars and parking within the campus core in phases to reinforce pedestrian priority.

### A HIGHLAND/CHIMES WALKING/BIKING HIGHWAY

- A fully dedicated and signed pathway for pedestrian and bicyclists from the Highland Gate, connecting to the south parking lots, the new library, the South Academic and Research District, student housing, and the Old South Baton Rouge neighborhood.

### EAST WEST WALKING ROUTES

- New, east-west walking paths and bridges over the Corporation Canal will serve the UREC, new residence halls proposed at the former greenhouses and the campus core.

### CAMPUS EDGE WALKING CONDITIONS

- Gourrier, Skip Bertman and Nicholson Boulevard crossings improvement with improved lighting and shade trees.

### COLLABORATION WITH THE CITY

- On-going University collaboration with the City Parish at the campus edges and beyond can serve both parties' goals of increasing safe travel.
- Opportunities for low-cost improvements should be explored such as re-timing key intersections for better pedestrian levels of service and more efficient vehicle flow

Long term roadway improvements can resolve historic traffic problems while creating new walking, biking and transit-only corridors.

### FIELDHOUSE DRIVE PEDESTRIAN IMPROVEMENTS



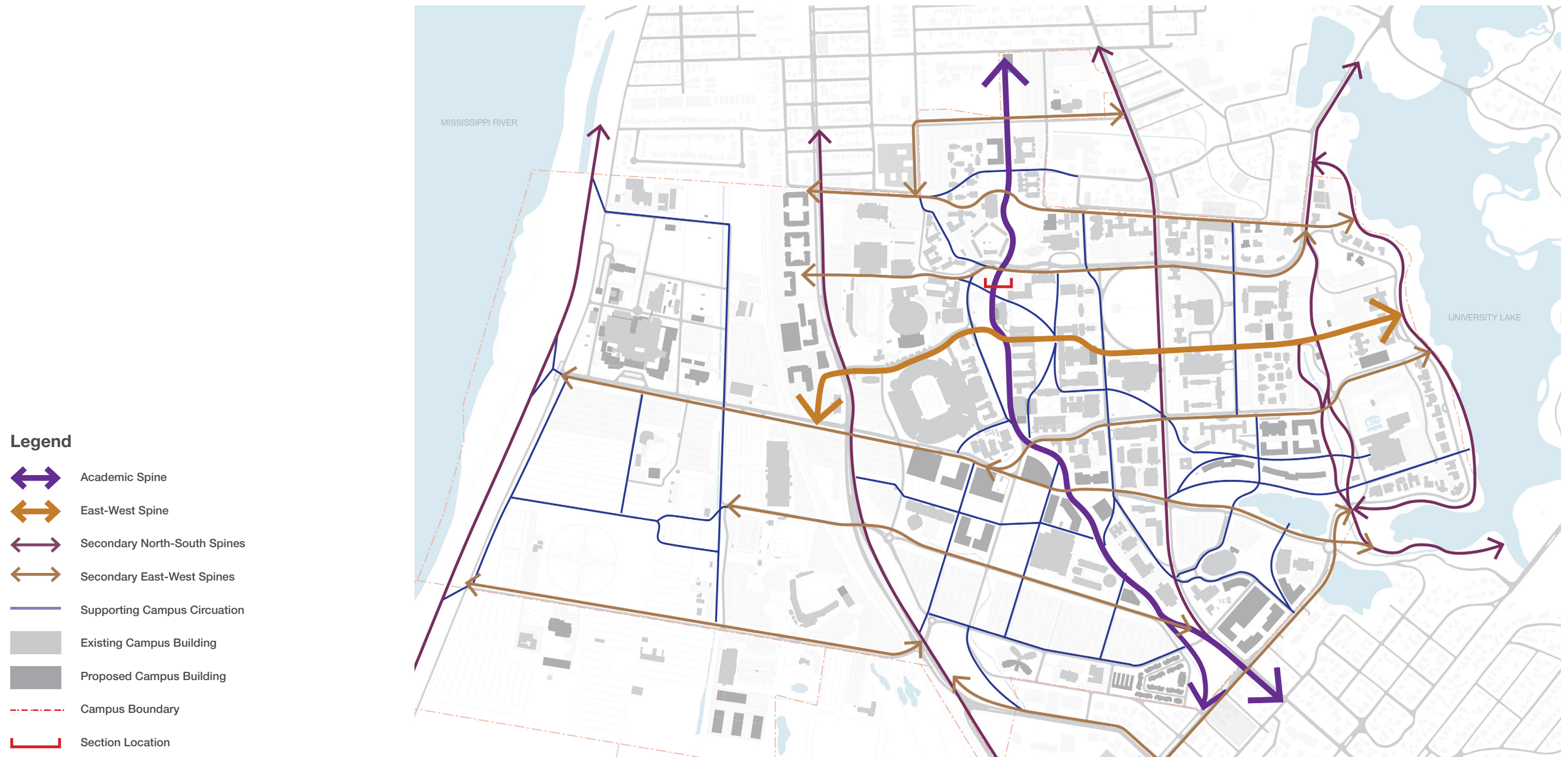
BEFORE



AFTER



ACADEMIC SPINE AT INDIAN MOUNDS SECTION-PROPOSED



CAMPUS PEDESTRIAN NETWORK



## 4.3 COMPONENT PLAN

# MOBILITY - BICYCLE CIRCULATION

The following Master Plan recommendations are aimed to improve the bicycle circulation network and infrastructure.

### BICYCLE PARKING

- Short- and long-term bicycle parking that is weather protected and provides security.
- The presence of parking in centralized locations is ideal in and around campus, such as the Student Union.

### BATON ROUGE BIKE SHARE

- The University should work closely with the Baton Rouge Bike Share to expand the bike-sharing program that is convenient and cheap.

### ON-CAMPUS SEPARATION

- Providing dedicated bike facilities on campus will help to delineate and prevent conflicts with other modes.
- Within the core, on-street parking should be repurposed for bike lanes.
- A double sided cycle track should be designed along Fieldhouse Drive.
- Bike lanes will be included the road diet design for Skip Bertman Drive and along Highland Drive.

### REGIONAL CONNECTIONS

- The University should coordinate with the City Parish to improve bicycle connections to the Levee pathway, the multi-use path along Dalrymple, and facilities along Highland Road.

## SOUTH CAMPUS DRIVE BIKE LANE RECONFIGURATION



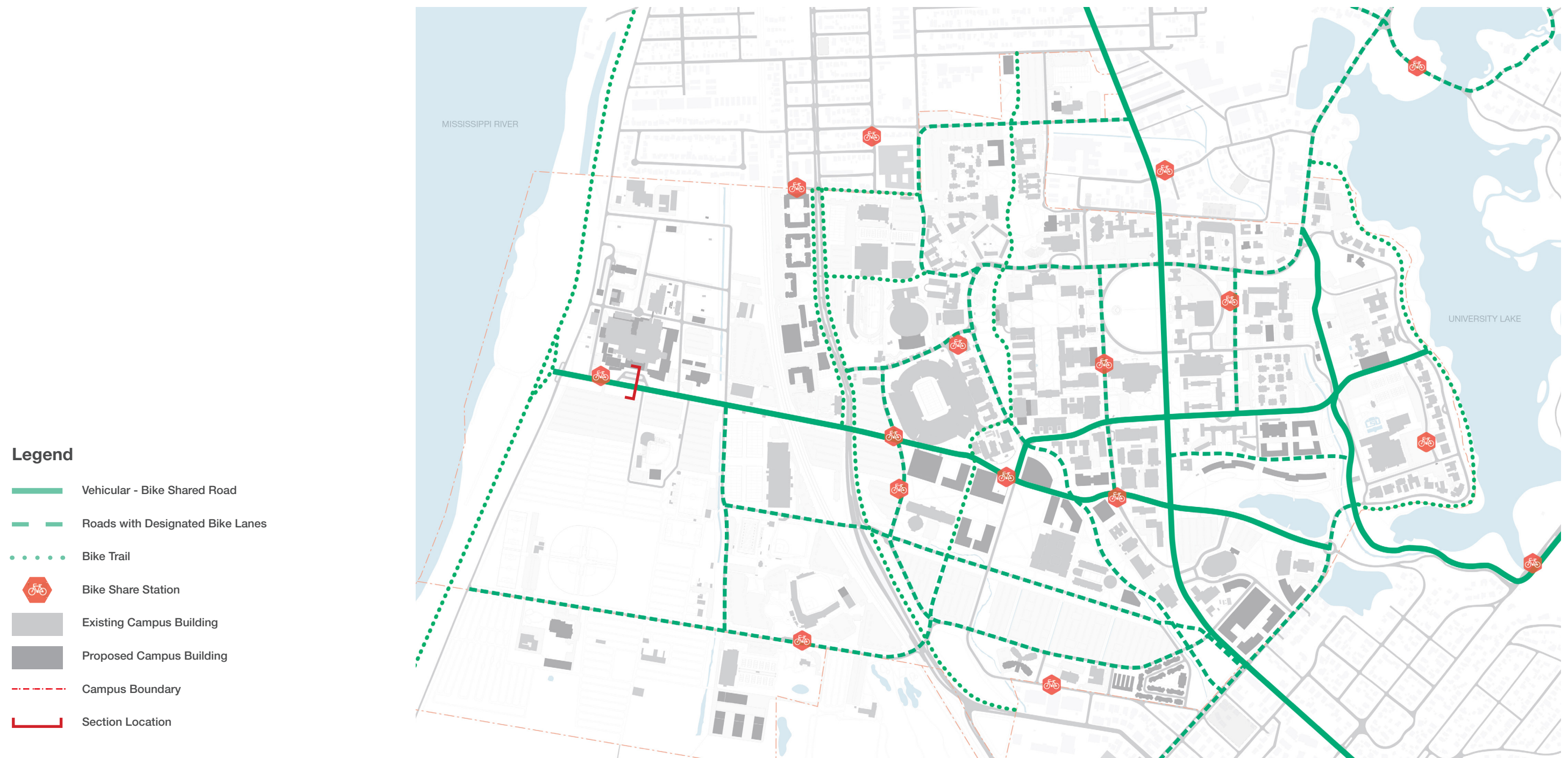
BEFORE



AFTER



SKIP BERTMAN DRIVE SECTION - PROPOSED



PROPOSED BIKE NETWORK



### 4.3 COMPONENT PLAN

## LANDSCAPE - OPEN SPACE NETWORK

In order to create a fully integrated and comprehensive open space network that supports both pedestrians and bikes, it is essential to establish clear and safe connections between existing open spaces and new ones. Providing shaded walks and large flexible open spaces that support a variety of activities and programming, and removing daily parking from the core will produce an open space network that functions at a range of scales. The way landscape spaces are designed, planted, paved, and furnished is guided by the Design Principles set forth within the Design Guidelines document, as well as the Landscape Design Standards document, supplementary to the Campus Master Plan.”

#### GOALS

- Integrate shade, stormwater, and pedestrian and bike amenities into main circulation routes and outdoor spaces.
- Provide more flexible open space and connect existing spaces through a series of pedestrian circulation spines.
- Use streets and interstitial spaces to further establish and connect the open space network.
- Establish West Campus Green as a significant flexible open space in the core of campus.
- Establish a new South Quad and new Academic Grove that are scaled to future building expansion.
- Create beautiful and functional parking lots that are integrated into the campus canopy and circulation network.
- Design spaces that function for everyday use, as well as large gatherings and events.



ACADEMIC SPINE SOUTH SECTION - PROPOSED



SHADED CAMPUS PEDESTRIAN PATHS



CAMPUS OPEN SPACE NETWORK



## OPEN SPACE CHARACTER

### NORTH-SOUTH SPINES

The Master Plan proposes a series of north-south spines that serve as major circulation routes through campus, connecting multiple destinations, whether they are open spaces, student housing, or academic buildings. They support both pedestrian and bike movement supported with furnishings and amenities located along the way, making them comfortable as both circulation and open spaces. For example, the Academic Spine links together primary academic destinations and open spaces, like the new West Campus Green, library terrace, and renovated canal, along the upland of the campus. The Student Life (Corporation Canal) Spine includes a newly renovated Corporation Canal to include recreational components, tying together student housing, UREC and sports fields, as well as the campus lakes.

### GOALS

- Link together major open spaces and landscape features on campus.
- Provide shade between destinations.
- Locate new flexible open spaces along major spines.
- Provide furnishings and amenities, like seating, lighting, and bike parking.



SPINES



PEDESTRIAN PROMENADE WITH AMENITIES



SHADED CAMPUS PROMENADE



STORMWATER MANAGEMENT INTEGRAL TO CAMPUS OPEN SPACES

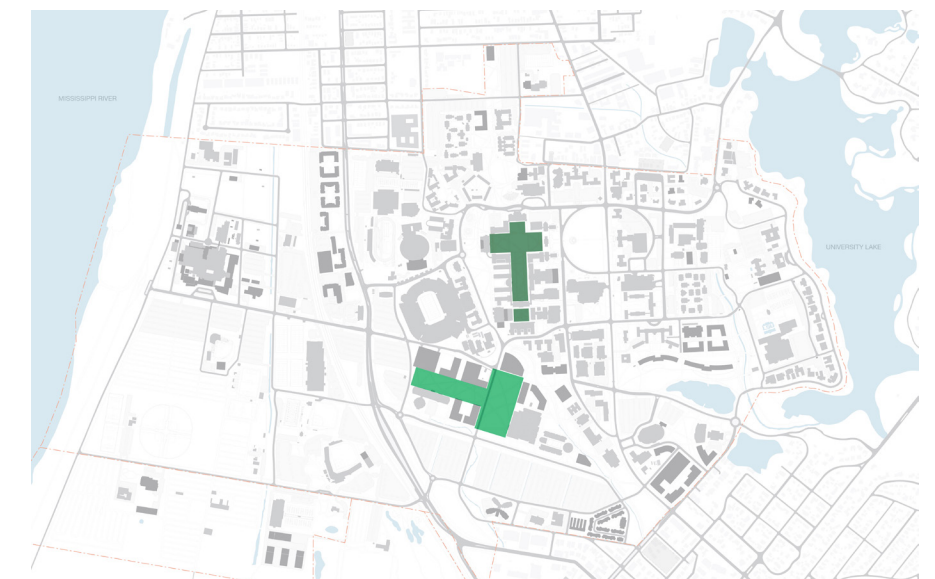


**QUADS AND GREENS**

On campus, formal open greens and quadrangles serve as an organizing feature that consist of buildings arranged around a central open space. The Historic Quad on campus sits within the original academic buildings, serving as a place that fosters engagement and interaction between the campus community. Replication of the character of this iconic space on campus should not be attempted, but rather the principles of the space can be applied to other areas on campus. The new south area of the campus will see additional academic and research facilities in the future; the proposed South Quad and Academic Grove unites new buildings and integrates existing buildings that currently feel detached from the rest of campus.

**GOALS**

- Let a simple landscape palette of lawn and canopy trees serve as a unifying element.
- Use canopy and vegetation to frame views of architecture.
- Appropriately scale space and vegetation to match the scale of surrounding buildings.
- Provide circulation around and through the space, leading to desired destinations.



CAMPUS QUADS AND GREENS



LSU'S HISTORIC QUAD



GATHERING SPACE AT EDGE OF CAMPUS GREEN

### INTERSTITIAL SPACES

Interstitial spaces, while smaller in scale, are not insignificant in their contributions to completing the open space network on campus. These spaces support the connectivity of the overall open space and circulation network and serve a range of functions including: providing shade and quieter gathering space for smaller groups and individuals, pedestrian, bike, and vehicular circulation, and integrated stormwater management. Often the spaces that visitors first come in contact with when approaching campus, elements of interstitial space can denote campus space through vegetation and wayfinding elements.

### GOALS

- Extend the open space network to the edges of campus.
- Provide shade along circulation routes.
- Integrate stormwater management techniques to slow runoff.



INTERSTITIAL SPACES



SHADED SPACES ALONG SECONDARY PEDESTRIAN ROUTES



INTEGRATED BUILDINGS AND OPEN SPACES



GATHERING SPACE FOR SMALLER GROUPS

**PARKING LOTS**

Parking is a necessary component in the sequence of how people arrive and move into campus. It should be located and configured for efficiency, shade, and sensitivity to its surroundings. Large surface commuter lots can be better integrated into the campus fabric through the introduction of consistent canopy cover. This approach creates a comfortable environment for day-to-day use, as well as tailgating and other larger events.

**GOALS**

- Reconfigure parking for most efficient circulation and use.
- Extend campus tree canopy into lots to integrate parking into the campus fabric.
- Use a variety of canopy trees to increase diversity in the canopy.
- Integrate stormwater management techniques to slow and store runoff.



PARKING LOTS



CANOPY USED TO KNIT PARKING INTO SURROUNDINGS



SHADED PARKING LOTS

## 4.3 COMPONENT PLAN

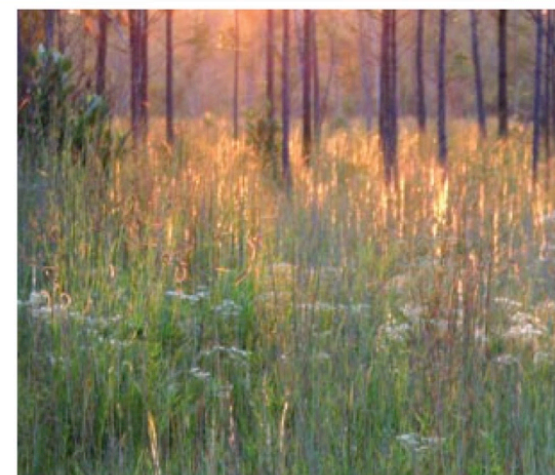
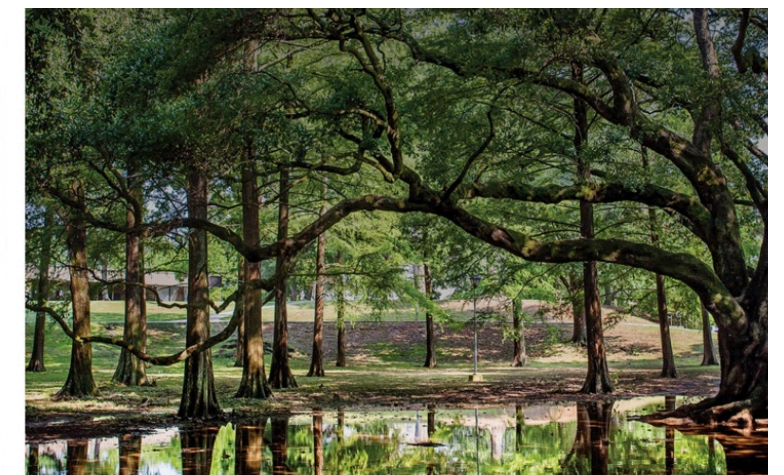
# LANDSCAPE - VEGETATION SYSTEM

Vegetation should thoughtfully define and frame flexible open space, mediate building scale, and provide shade, all with topographical context and maintenance requirements in mind. Together, material consistency and circulation hierarchy can establish a connective and clear network that respects distinct districts without compromising master plan framework systems. A diverse, native and adapted plant palette combined with multiple stormwater management tactics at a

range of scales will increase the resilience and sustainability of the campus landscape.











### GOALS

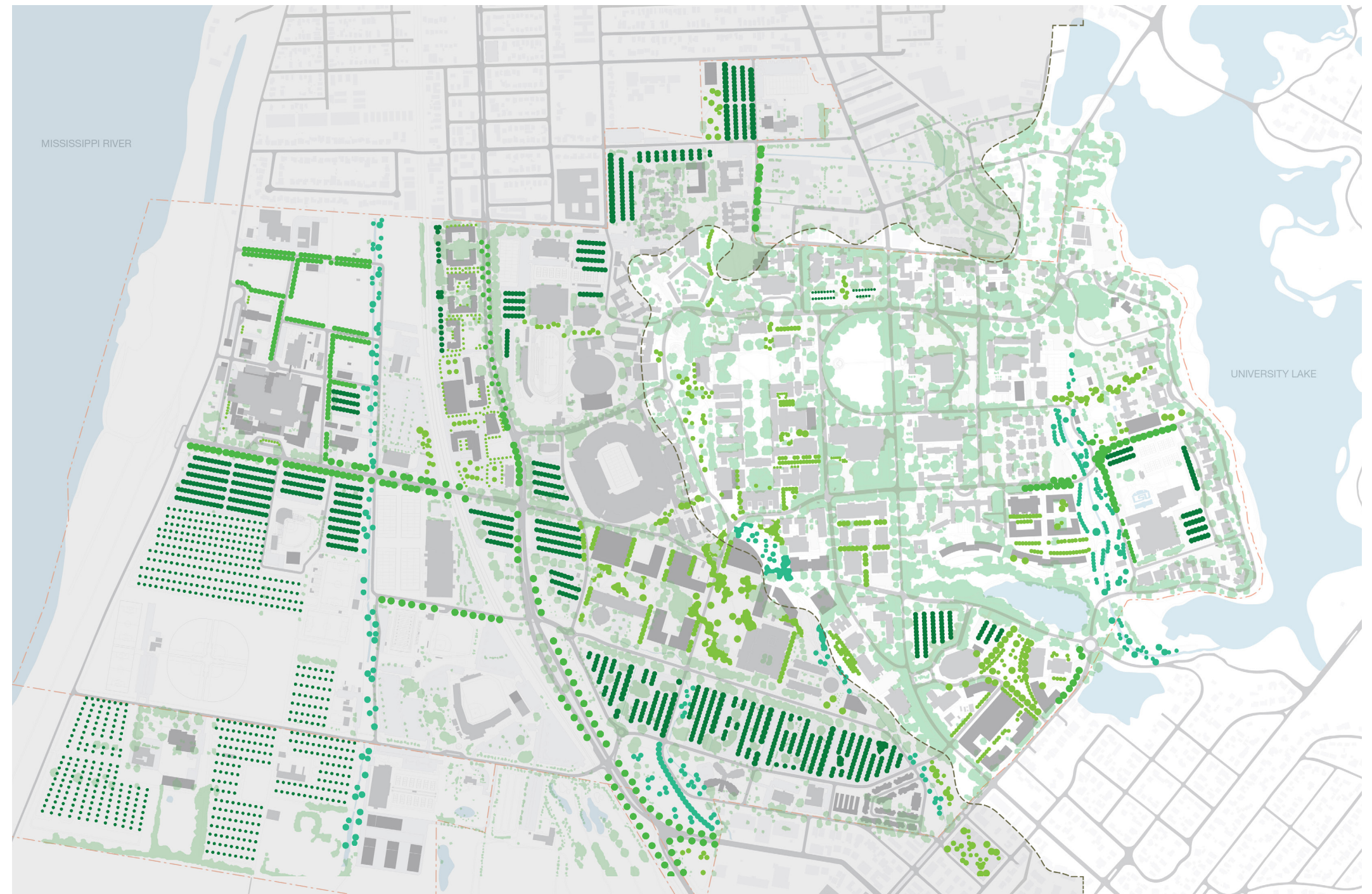
- Provide canopy trees for shade, on all major circulation routes.
- Use plants to shape and define open space and mediate building scale.
- Preserve heritage trees.
- Increase diversity in plant materials.
- Establish native plant palettes and vegetation character based on context, topography, and soil conditions.
- Use canopy to stitch surface parking into the campus fabric and break up large expanses of asphalt, concrete, and limestone.



NATIVE AND ADAPTIVE PLANT PALETTES THAT RANGE IN CHARACTER AND ARE APPROPRIATE TO CAMPUS CONTEXT

**Legend**

-  Upland
-  Lowland
-  Existing Campus Canopy
-  Proposed Street Trees
-  Proposed Parking Lot Forest
-  Proposed Lowland Canopy
-  Proposed Campus Canopy
-  Existing Campus Building
-  Proposed Campus Building
-  Campus Boundary



PROPOSED CAMPUS TREE CANOPY



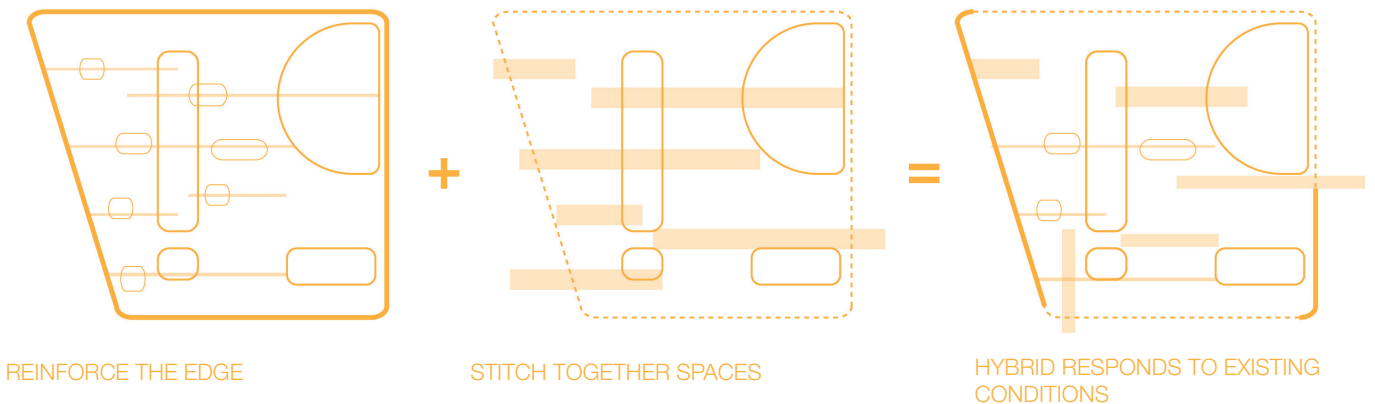
### 4.3 COMPONENT PLAN

## HISTORIC CORE AND OPEN SPACES

The historic core today is the result of accretion of incremental insertions into the space over the last 90+ years. While it is important to evolve to support new program and buildings, the landscape of the core has lost its reading and strength due to an overcomplicated palette of materials and functions. In order to restore its original form, parking, infrastructure, and service related elements need to be removed. Long-term relocation of Middleton Library and Lockett Hall in new facilities will reestablish the cruciform shape to the Historic Quad and open the opportunity for a new flexible space in the core of campus, the new West Campus Green. Simplifying the vegetation and material approaches will provide consistency and clarity that will stitch spaces together where necessary and will increase flexibility to support new programming and activities.

### GOALS

- Simplify the plant and material palette.
- Remove parking and service infrastructure; Relocate Middleton Library and Lockett Hall.
- Establish circulation hierarchy that emphasizes the pedestrian.
- Stitch together adjacent campus spaces and reinforce the bluff as an edge.
- Design for flexibility, programming, and activity at a range of scales.
- Introduce a new flexible open space: the “West Campus Green”.



REINFORCE THE EDGE

STITCH TOGETHER SPACES

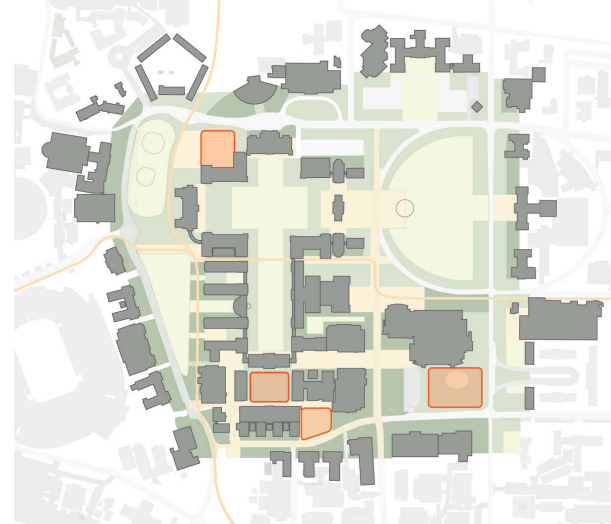
HYBRID RESPONDS TO EXISTING CONDITIONS

CONCEPTUAL APPROACH TO THE HISTORIC CORE

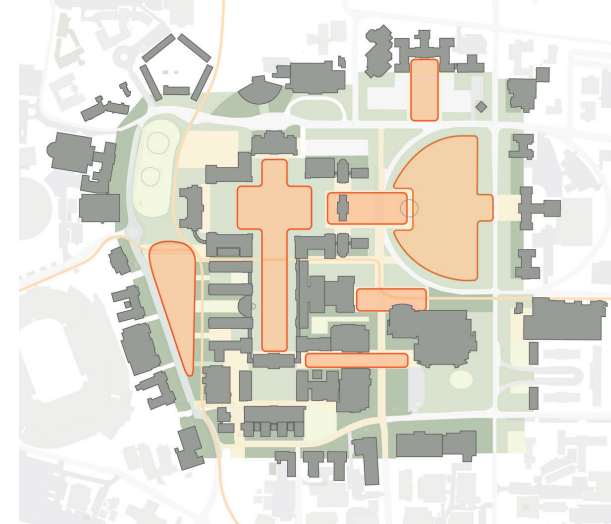
X-SMALL & SMALL SPACES



MEDIUM SPACES



LARGE & X-LARGE SPACES



QUAD PROGRAM

EXTRA SMALL [1-2 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- JOGGING
- CIRCULATION
- OUTDOOR DINING

SMALL [2-4 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT

MEDIUM [5-9 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- RECRUITMENT / TOUR
- ART EXHIBIT
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT
- CULTURAL LANDMARK
- OUTDOOR CLASSROOM
- TAILGATING

LARGE [10-19 PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- RECRUITMENT / TOUR
- ART EXHIBIT
- PARKING
- EDUCATION
- BUS STOP
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT
- CULTURAL LANDMARK
- OUTDOOR CLASSROOM
- TAILGATING
- RECREATION - HEAVY
- FREE SPEECH ALLEY

EXTRA LARGE [20+ PEOPLE]

- CHATting
- RELAXING / NAPPING
- STUDYING
- GATHERING / MEET UP
- GRILLING
- BIKE HUB
- RECRUITMENT / TOUR
- ART EXHIBIT
- PARKING
- EDUCATION
- BUS STOP
- JOGGING
- CIRCULATION
- OUTDOOR DINING
- RECREATION - LIGHT
- CULTURAL LANDMARK
- OUTDOOR CLASSROOM
- RECREATION - HEAVY
- TAILGATING
- FREE SPEECH ALLEY









Existing Core Character



Proposed Core Character



**Legend**

-  Understory Planting
-  Shaded Gathering
-  Open Lawn
-  Open Plaza / Paving
-  Parking
-  Core Building
-  Campus Building
-  Major Core Circulation Pedestrian Routes

#### 4.3 COMPONENT PLAN

## STORMWATER MANAGEMENT

The larger stormwater strategy for the campus is broken down into three practices that create a more resilient approach to on-site stormwater: slowing, storing and draining. These approaches aim to minimize impacts to existing drainage networks and improve the overall conditions of the watershed and the associated floodplain: Slow water by re-directing it away from pipe networks and into infiltration zones, store water on-site in areas designed to flood in controlled ways, and drain the campus after storm events via natural drainage corridors. By aligning conveyance, storage, and water quality nodes along greenways, blueways, and transportation corridors, stormwater infrastructure is reduced, stormwater runoff water quality is improved, user experience is enhanced and natural habitat corridors are extended.

### SLOW

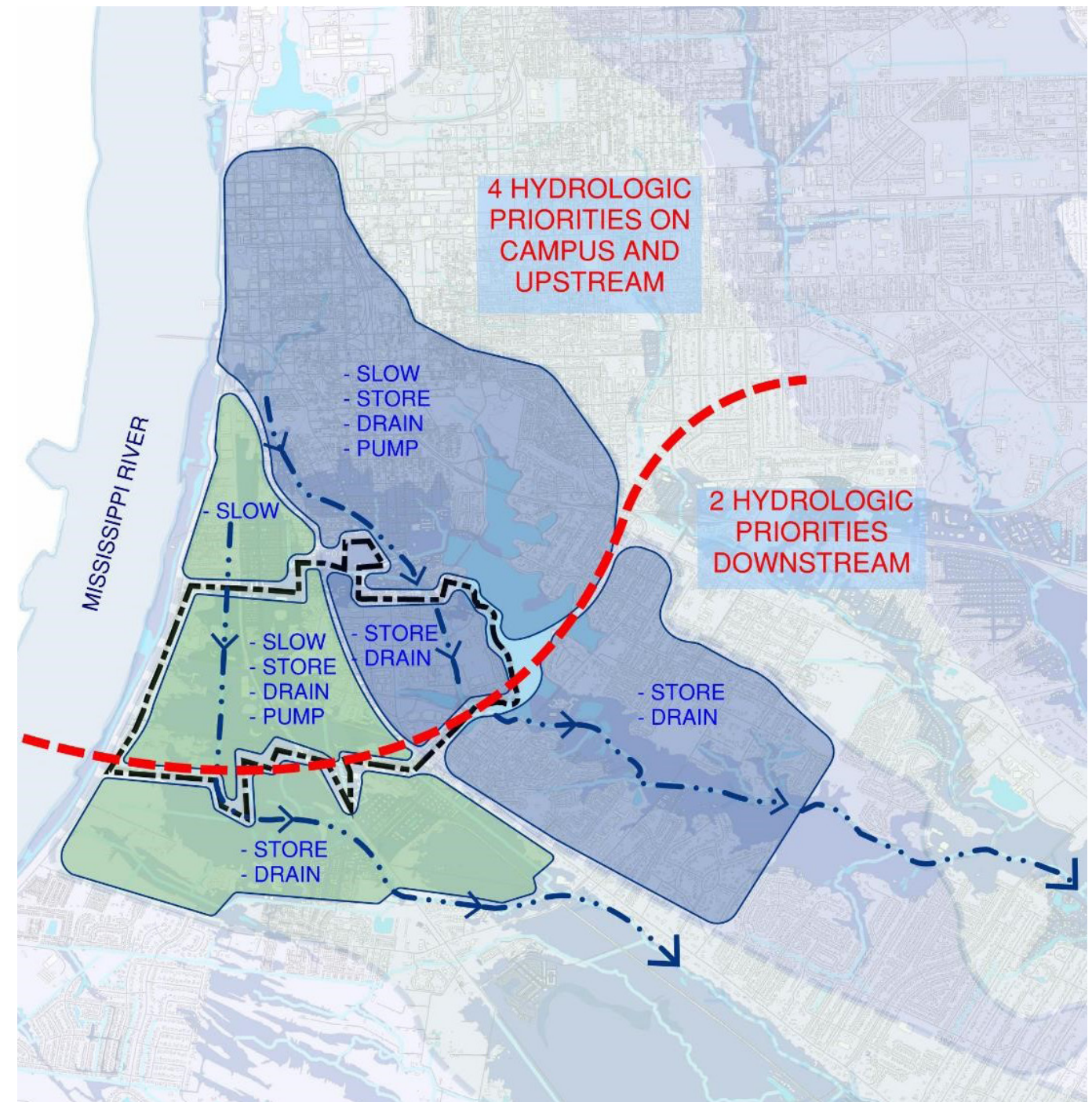
- Reducing runoff velocities by intercepting and discharging into water quality / bioretention zones along hardscape vehicular and non-vehicular paths helps to minimize erosion and improve water quality.
- Locations for the infiltration zones should be integrated with the landscape and circulation system.

### STORE

- Strategically plan and control flooding for areas that are already prone to this behavior based on the floodplain and natural conditions.
- Improve upstream and/or downstream flooding conditions by maintaining and improving existing stormwater storage nodes within hydrologic system.

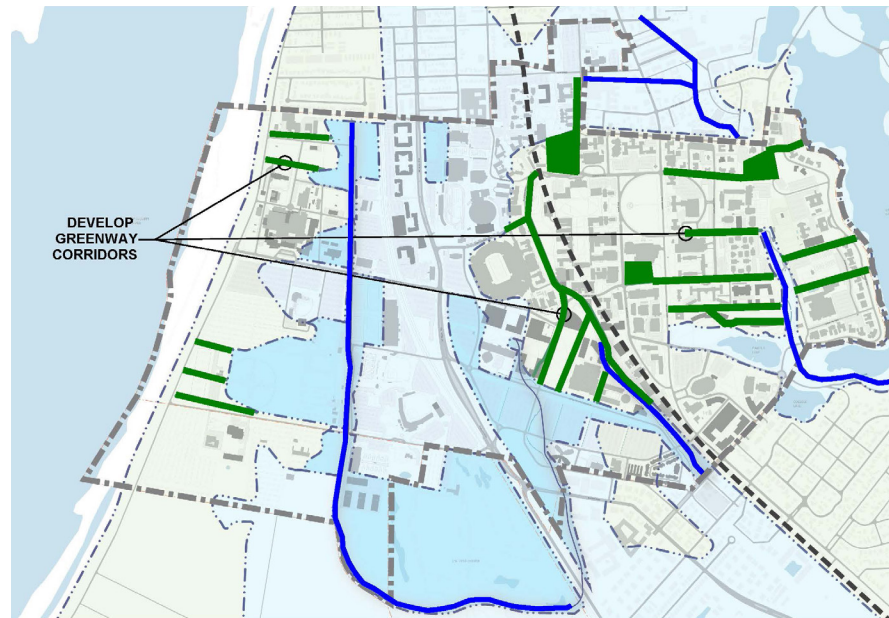
### DRAIN

- Provide proper drainage corridors to convey runoff from the site to the downstream system.
- Maintain historic drainage patterns and enhance natural drainage conveyances to improve the overall system-wide hydrologic cycle.
- Natural conveyances help to promote infiltration, improve water quality and enhance environmental connectivity.

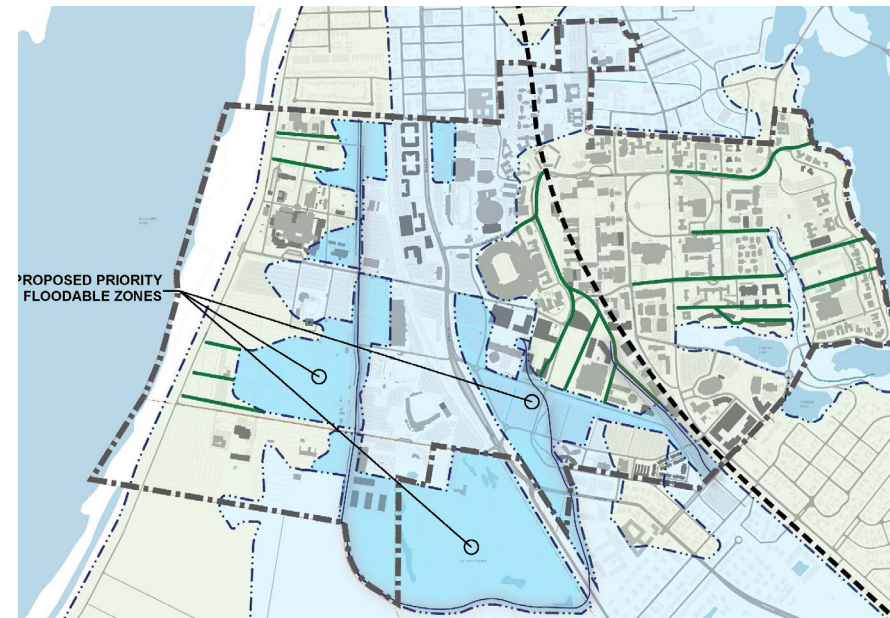


STORMWATER MANAGEMENT STRATEGY

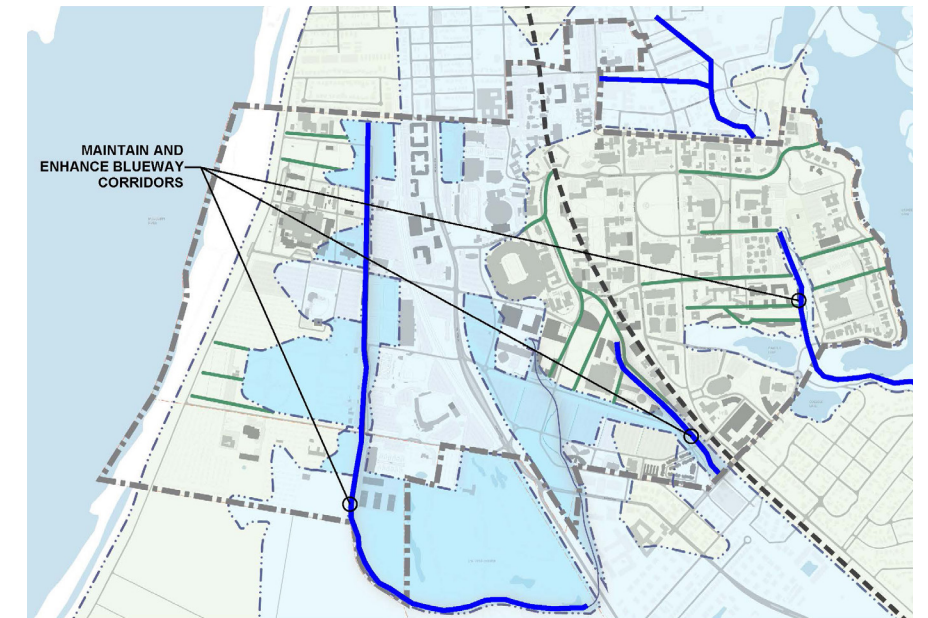




SLOW



STORE



DRAIN

## Corporation Canal

Corporation Canal provides an excellent opportunity to integrate important stormwater infrastructure into a new and significant campus recreational space, forming the Student Life Spine. Proposed widened banks will slow stormwater, increase volume, and create more efficient drainage, while allowing for flexible open space, circulation, and vegetation to occupy what is currently surface parking.



STORMWATER MANAGEMENT AT CORPORATION CANAL

## 4.3 COMPONENT PLAN

# ENERGY AND UTILITIES RECOMMENDATIONS

Based on the new campus growth plans identified by the Master Plan, overall campus gross load projections were estimated for the central heating, cooling and electrical systems as summarized in the Campus Gross Load Projections table.

After applying a load diversity factor to the estimated additional connected loads, the new facilities are expected to add 39,500 lbs/hr of steam, 3,800 tons of cooling, and 9,900 kVA of power to the campus' current peak loads. When determining how much capacity should be installed in a campus central plant, it is standard practice to include provisions for the ability to meet the peak campus demand without the largest piece of equipment available in the event it failed or was unable to be operated for a variety of reasons. This is commonly referred to as having N+1 redundancy, and the remaining capacity after subtracting the capacity of the largest piece of equipment from the installed Capacity is also known as the plants firm capacity.

Considering the loads associated with the Master Plan, the existing heating and power equipment and systems appear to have adequate capacity to meet the new projected loads. Note that this would exclude a loss of natural gas, and/or purchased power services.

However, the chilled water system is already short of meeting the current peak load by 3,400 tons, and the projected peak load by 7,200 tons. To provide the recommended N+1 level of redundancy, the central chilled water system capacity should be increased by 3,400 tons as quickly as possible. A balance need of 3,800-tons should be added over time, as required to meet new loads as they are added to the system. It should be noted that chiller #6 is at the end of its useful life, and if its capacity were to be replaced with machines more similar

in size to chillers #8, #9 and #10, the need to add new capacity could be deferred due to the smaller increment size.

### FUTURE CONSIDERATIONS

Based on planned growth and the utility system deficiencies identified during this campus master planning process, it is recommended that LSU commission a comprehensive energy and utilities master plan. That plan would be charged with inventorying and detailed evaluation of the existing systems, detailed load projections, system operational and hydraulic modeling, identification and comparative analysis of various options for upgrading and expanding the existing systems while reliably and efficiently serving the existing campus and all planned growth, and establishment of related budgets and implementation timeline for these improvements. It would represent a needed "road map" for the reinvestment and expansion of the university's energy and utilities systems.

NEW BUILDING PROGRAM SPACE	Column1	HEATING	Column2	COOLING	Column3	POWER (11)	Column4
School / Type	GSF	Load Factor BTUH/GSF	Steam Load Lbs/Hr	Load Factor GSF/Ton	Cooling Load Tons	Load Factor VA/GSF	Power Load kVA
Agriculture	88,000	30	2,640	350	251	6.0	528
Art and Design	70,000	35	2,450	300	233	6.4	448
Athletics per LSU (1)	295,000	35	-	350	-	6.0	1,770
Business	36,000	30	1,080	400	90	5.4	194
Engineering	297,000	50	14,850	250	1,188	7.8	2,317
Housing per LSU (1)(2)	360,000	35	-	325	-	7.1	2,556
Human Sciences and Education	67,000	30	2,010	350	191	6.0	402
Humanities and Social Sciences	77,000	30	2,310	350	220	6.0	462
Law	57,000	30	1,710	350	163	5.7	325
LETC per LSU	113,000	35	3,955	300	377	6.4	723
Library	375,000	30	11,250	300	1,250	5.6	2,100
Mass Communications	48,000	30	1,440	350	137	6.0	288
Music and Art	13,000	30	390	325	40	5.9	77
Nicholson Mixed Use Dev. per LSU (1)(3)	260,000	35	-	325	-	7.1	1,846
Science	177,000	70	12,390	200	885	8.7	1,540
Coast and Environment	-	35	-	250	-	0.0	-
Vet Med (1)	87,000	70	-	225	-	9.9	861

Notes:

- (1) Assume this space will be heated and cooled via local unitary equipment or other local utility plant
- (2) LSU estimates 900,000 GSF by 2040. Prorated for next 10 year plan = 360,000 GSF
- (3) Net growth including demolition of existing and new development
- (4) Operational Boilers (#4, #7 and #8) at Central Plant (350,000 lbs/hr). #6 emergency standby only (150,000 lbs/hr).
- (5) Central Plant (21,900) and Highland Plant (3,700)
- (6) Based on 35MW peak load at estimated 0.85 power factor
- (7) Boiler #8, GE Turbine HRSG
- (8) Chiller #6, combustion turbine driven
- (9) Based on max fan rating of two (2) 24/32/40 MVA Substations and 18.7MW/22MVA Cogen
- (10) One (1) 24/32/40 Substation at max fan rating
- (11) Power Load for spaces served from central heating/cooling include power load at central utility plant

New Peak Subtotals	2,420,000	56,475	5,026	16,437
Load Diversity Factor		0.70	0.75	0.60
New Total Diversified Loads		39,500	3,800	9,900
Current Peak Loads per LSU Reports		100,000	22,800	41,200 (6)
<b>Projected Diversified Peak Loads</b>		<b>139,500</b>	<b>26,600</b>	<b>51,100</b>
Existing Installed Capacity		500,000 (4)	25,600 (5)	102,000 (9)
Largest Piece of Equipment		150,000 (7)	6,200 (8)	40,000 (10)
Existing Firm Capacity		350,000	19,400	62,000
Projected Net Capacity - Excess / (Shortage)		210,500	(7,200)	10,900
Required Installed Capacity with N+1 Allowance		289,500	32,800	91,100

### 4.3 COMPONENT PLAN

## SUSTAINABILITY

LSU is committed to producing not only high-performing academic and athletic institutions, but environmentally sustainable ones as well. Valuing environmental performance positions LSU as resilient, cost-efficient, rooted in its context and, most importantly, invests in LSU’s most important resource—its people.

The buildings of the historic core provide climate-adapted examples that control the sun, preserve access to breezes, manage stormwater, and stand the test of time. Emulate and combine these functions with high-performance mechanical systems and flexibility to maximize sustainability on campus. New construction should meet the guidelines set forth in the Design Guidelines document (see Appendix) which is a 30% energy reduction from current code, and 25/40 points on the LSU sustainability checklist.

Health is a key component of a high-performing campus and buildings should optimize thermal, visual, and acoustic comfort as well as occupant-control.

New projects should incorporate best management practices for permeable surfaces, stormwater collection and storage, and self-

sufficient, climate-appropriate plantings to meet the challenge of Louisiana’s extreme weather events. Celebrate stormwater with visible and attractive components of a large-scale stormwater management system.



THE CAMPUS AND BATON ROUGE COMMUNITY ARE PARTICULARLY SENSITIVE TO THE EFFECTS OF CLIMATE CHANGE. NEW DESIGN SHOULD CENTER LSU AS A LEADER IN ENERGY EFFICIENCY, CLIMATE ADAPTIVE RESPONSE, AND RESILIENCY TO SUPPORT ITS PEOPLE FOR A CHANGING FUTURE.

<p>MASTER PLAN CONSIDERATIONS</p>	LEARN	<p><b>SOUTH CORE</b></p> <ul style="list-style-type: none"> <li>• Sustainability and historic preservation are not mutually exclusive and increasing energy efficiency is encouraged in both renovations and new construction.</li> <li>• Incorporate energy efficiency and sustainability without negatively impacting the aesthetic character of the district.</li> </ul>	LIVE	<ul style="list-style-type: none"> <li>• Prioritize health and well-being</li> <li>• Encourage active mobility that includes walking, stairs, biking, etc.</li> <li>• Celebrate stormwater infrastructure</li> </ul>
	PLAY	<ul style="list-style-type: none"> <li>• This district should highlight architectural and landscape sustainability elements, making them visible teaching tools across campus</li> <li>• Encourage active mobility that includes walking, stairs, biking, etc.</li> </ul>	PLAY	<ul style="list-style-type: none"> <li>• Design buildings with programmable occupancy so they can conserve energy when not in use</li> <li>• Encourage active mobility, especially bike commuting along the Nicholson Spine</li> </ul>

Sustainability is integrated into the Master Plan in a multitude of ways with recommendations that promote efficient use of existing resources, emphasizing infill development and densification and rehabilitation over expansion, encouraging sustainable mobility systems to reduce dependency on driving, promoting sustainable landscape strategies, integration natural systems throughout the campus, and creating safe and comfortable human environments, Sustainability is also highlighted as a key design principle and sets the tone for how the climate responsiveness, energy efficiency, and health are intertwined with the way designers should think about the campus.

The diagram to the right describes how the Campus Committee on Sustainability's (CCS) existing framework coincides with the Master Plan principles. All Master Plan principles address issues and concerns set forth by each of the CCS sustainability goals.

The recommendations on the following pages advance logistically how sustainability should be integrated into the campus Master Plan and building projects moving forward in three primary ways:

1. **Building Level Requirements** – this section outlines what requirements design teams should submit during the project approval process.
2. **Benchmarking and Goal Setting** – documents benchmarks and metrics derived from a series of LSU peer comparisons around the Association for Advancement of Sustainability in Higher Education's (AASHE) sustainability framework.

3. **Campus Committee on Sustainability Integration** – builds upon and lists the goals and strategies created by the committee, relates them to the AASHE benchmarking analysis, and maps opportunities for integration into the Master Plan framework.

<b>MASTER PLANNING PRINCIPLES</b>	<b>CCS CATEGORIES</b>	ENERGY EFFICIENCY & GREEN BUILDING	TRANSPORTATION	WASTE REDUCTION & RECYCLING	PROCUREMENT	LANDSCAPE & GROUNDS	FOOD
CONNECT CAMPUS AND COMMUNITY							
CELEBRATE DISTINCT LSU CAMPUS AND CONTEXT							
SUPPORT HIGH PERFORMANCE ACADEMIC AND RESEARCH							
ENHANCE STUDENT LIFE							
PROMOTE ENVIRONMENT STEWARDSHIP							

## 4.3 COMPONENT PLAN

# SUSTAINABILITY - BUILDING LEVEL REQUIREMENTS

The building level sustainability requirements are designed to ensure a minimum standard of performance is achieved for all projects, while also providing requirements for projects designated to feature sustainability. Feature projects are identified by the Campus Planning and Oversight Committee (CPOC) (currently FDDC) during the concept phase review (refer to Governance section for additional details). These requirements build upon the State of Louisiana's laws already in place for public projects, namely revised statute 40:1730.49 and the Energy Policy Act of 2001. However, this document describes their use in the LSU project approval process for all campus buildings regardless of state oversight.

### MINIMUM REQUIREMENTS FOR MAJOR CAPITAL PROJECTS

For all new construction and major renovation projects greater than 5,000 square feet, the following requirements must be met:

- Using the custom FP&C Environmental Building Systems Checklist, attain at least 25 points. At least 2 points must be obtained from Section 6 – Water Use Efficiency and at least 6 points from Section 7 – Energy Efficiency category. The checklist utilizes the ASHRAE 189.1 2009 framework as a guideline for requirements. A copy of the checklist can be downloaded [here](#).
- Install building-level submetering of major fuel types to allow for energy benchmarking
- During the Schematic Design Phase CPOC review, submit a completed FP&C checklist with accompanying narratives of how pursued points are integrated into the building design.
- During the Schematic Design Phase CPOC review, submit written narratives of how the design engages each of the 7 design

principles. Narratives should be up to 250 words per design principle.

### ADDITIONAL REQUIREMENTS FOR FEATURED SUSTAINABILITY PROJECTS

For projects identified by the CPOC as being a feature sustainability project, the minimum requirements above must be met in addition to the following:

- A total of 35 points must be obtained from the FP&C Environmental Building Systems Checklist
- Compliant energy modeling software as prescribed by ASHRAE 90.1 Appendix G must be used to show an energy cost savings of at least 30% over current state energy code.
- 3rd party environmental certification must be achieved in at least one of the following programs: LEED v4 (minimum level of certification = silver), Sustainable Sites Initiative, WELL Building Standard, Living Building Challenge (petal certification acceptable), Passive House, or any other program suggested by the design team and approved by the CPOC.
- A 250-500 word narrative must be submitted for the Schematic Design Phase CPOC review that describes which certification program the project is attempting and how, including any feasibility analysis such as preliminary LEED checklists, cost analysis, etc.

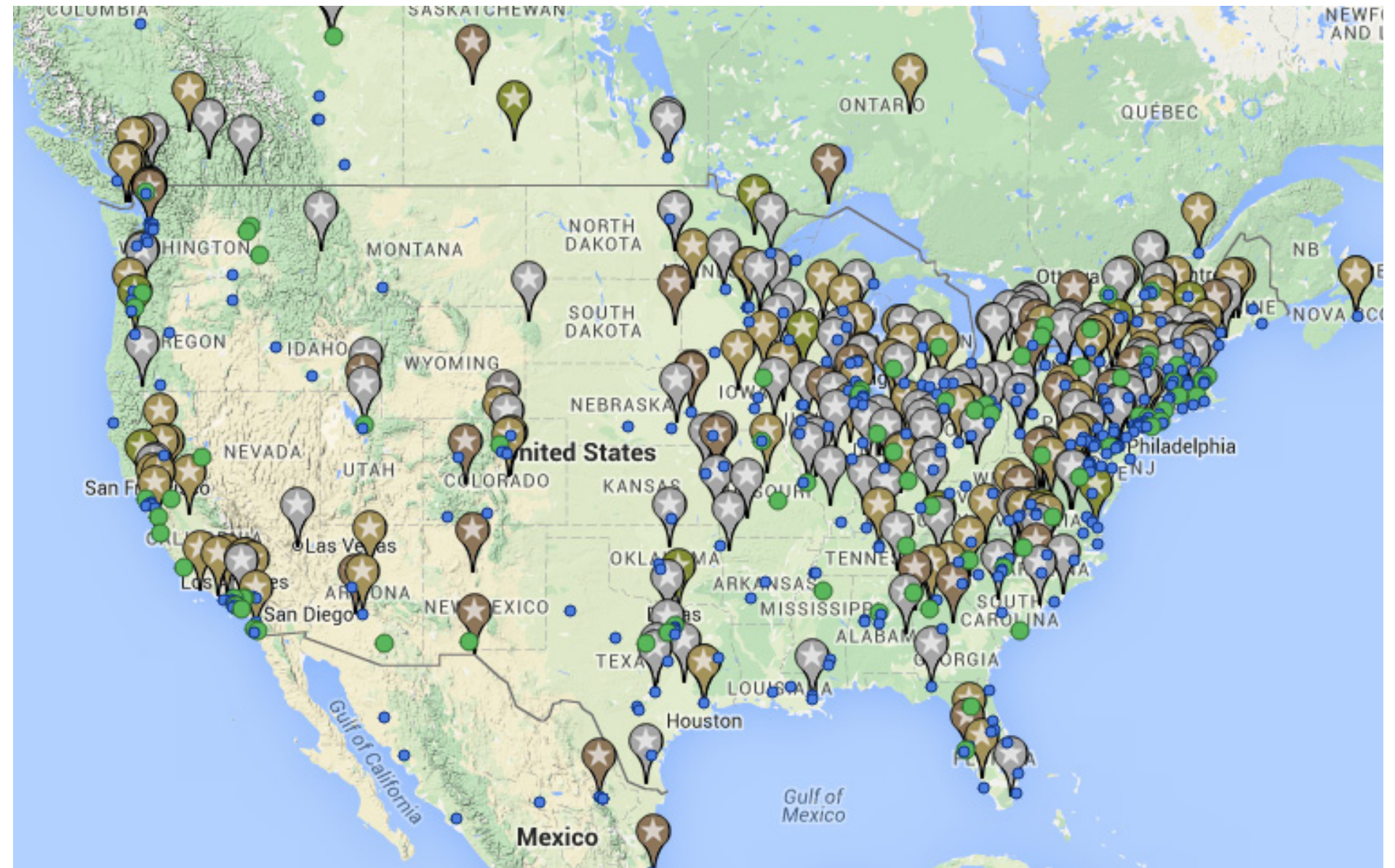
4.3 COMPONENT PLAN

# SUSTAINABILITY - BENCHMARKING AND GOAL SETTING

Establishing metrics, benchmarks, and goals is an important part of integrating sustainability into the master planning process. The act of discussing and documenting metrics provides a structure for accountability over time, while benchmarking helps to calibrate expectations and set goals for the future. The Association for Advancement of Sustainability in Higher Education (AASHE) has created a self-reporting framework for colleges and universities to measure their sustainability performance, named the Sustainability Tracking Assessment and Rating System (STARS). The point-based system covers everything from grounds management, to building efficiency, and even to curriculum integration, and universities can receive a bronze through platinum rating. In 2012, LSU received a silver rating under the V1 of the program, and is currently working on submitting for certification under the latest 2.1 version.

To help guide the Campus Committee on Sustainability’s (CCS) efforts around goal setting, key metrics were taken from the AASHE STARS framework and added to the six CCS sustainability categories. Data was then aggregated from the STARS website to help inform the 2030 targets, including LSU’s peer public institutions from primarily the SEC conference, and a national average of the other 280+ STARS universities.

The following sections report the results of this process, broken up by the six CCS sustainability categories. Each section reports key targets derived from the benchmarking analysis, including a list of CCS strategies to achieve them. Finally, the strategies that intersect with the space planning from the overall Master Plan are diagrammed as potential areas of opportunity for the LSU facilities team and designers to consider moving forward.



MAP OF UNIVERSITIES PARTICIPATING IN AASHE’S STARS PROGRAM

### 4.3 COMPONENT PLAN

## SUSTAINABILITY - ENERGY EFFICIENCY AND GREEN BUILDING

As the flagship university in Louisiana, LSU strives to be a clear leader in energy efficient building design. Lower energy use ultimately translates to a lower bottom line and a more efficient use of taxpayer resources. These types of high performance buildings also protect the environment while enhancing the learning environment for its students. LSU’s goal for a campus wide energy use intensity is 104 kBtu/sf-yr, which would position it as a top performer amongst its peers.

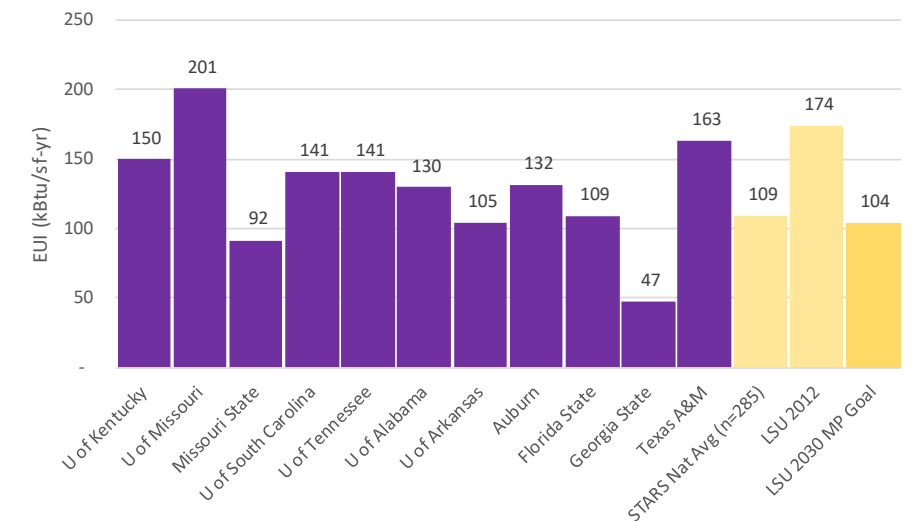
#### GOALS FOR 2030

- Increase **energy efficiency by 40%** on campus based on the 2012 baseline
- Generate **5% of campus energy** from renewable sources on campus
- Purchase at least **10% of campus energy** from renewable sources

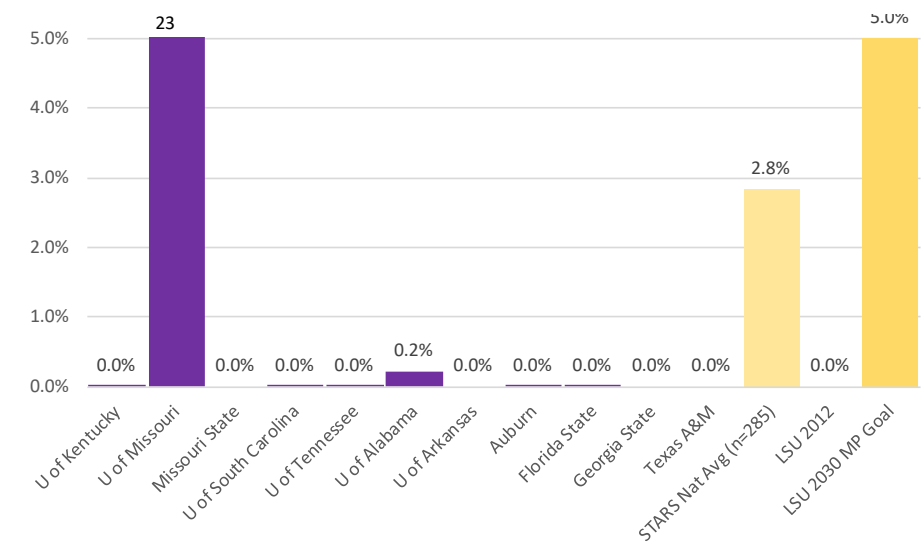
#### STRATEGIES

- Formally sign on to the American College and University Presidents’ Climate Commitment (ACUPCC) – determine net neutrality date and designate committee to work on climate action plan.
- Develop a written Energy Conservation Plan for the LSU flagship campus, detailing strategies and a schedule for reducing energy in buildings
- Conduct at least an ASHRAE level 1 audit for all existing buildings greater than 25,000 square feet, use to develop targeted lists for efficiency upgrades, to be coordinated with the 2017 Sightlines portfolio report.

- Develop an outreach/education program targeting energy use reduction among staff, faculty, and students
- Use the ENERGY STAR Portfolio Manager software to track energy usage in campus buildings, automate meter reading through submetering and building automation systems where possible.
- Install submetering on high priority campus buildings.
- Conduct at least one energy efficiency competition utilizing benchmarking every year.
- Install a public energy dashboard online and in a prominent public lobby.
- Achieve the ENERGY STAR certification for buildings for at least 3 office buildings on campus by 2025
- *Install solar photovoltaic and thermal systems on the LSU campus to offset conventional electricity usage*
- *Install a green roof on at least one building by 2020 to lower cooling costs and decrease stormwater runoff from the building footprint*
- *Meet minimum sustainability requirements for all major capital projects (>5,000 square feet) based on LSU Performance Goals. Meet aspirational requirements for any project identified as a “sustainability feature” project (refer to section X for detailed requirements).*
- *Establish a green labs program which encourages best practices for energy conservation in laboratories*
- Implement a university-wide IT energy conservation program
- Consider creative funding strategies for energy efficiency projects, using Harvard’s Green Campus Loan Fund as an example.
- *Explore biomass opportunities combined with sustainable forestry management as a renewable energy source*



PERCENT OF ENERGY FROM RENEWABLE SOURCES



PERCENT OF ENERGY FROM RENEWABLE SOURCES

Source for both graphs: Benchmarking data was aggregated from the AASHE STARS website, where every participating University’s certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).





HILL TOP ARBORETUM



CYPRESS HALL

### 4.3 COMPONENT PLAN

## SUSTAINABILITY - WASTE REDUCTION AND RECYCLING

LSU is already a leader amongst its peers when it comes to waste diversion and construction recycling. It also is building a robust track record of integrating recycling into the culture of the university as evinced by the second year in a row the university led the nation in the Game Day Recycling Challenge.

#### GOALS FOR 2030

- **75% of waste diverted** (recycled, reused, etc.) from the landfill or incinerator.
- **90% of construction and demolition materials** recycled, donated, or otherwise recovered.

#### STRATEGIES

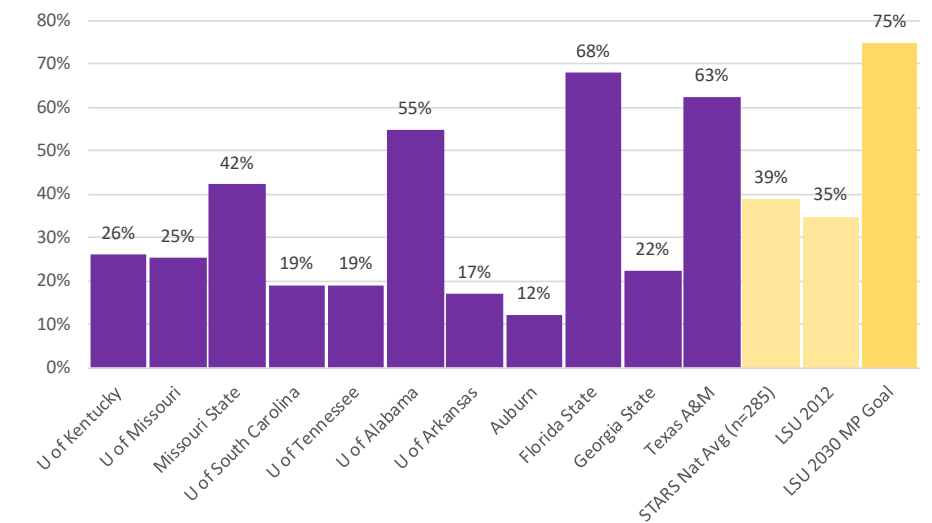
- Continue annual Litteratti campaign to reduce waste and increase recycling on campus
- Recycle at least 90% of all construction and demolition waste from projects
- Develop a campus-wide waste reduction policy, including a comprehensive materials management strategy
- Quantify carbon impacts associated with the LSU campus waste stream in order to identify opportunities to better manage waste and reduce emissions.
- Develop a composting pilot program for Dining Operations. Eventually expand this into other areas such as residence halls
- Develop strategies for improving management of university materials and identify opportunities to utilize recovered materials as inputs for local and non-profit ventures (e.g. a Chuck it for Charity program for Move in/Move out)
- Expand the number of BigBelly solar units on campus Continue to

identify strategies for decreasing waste sent to the landfill as part of game day (football, basketball and baseball) operations

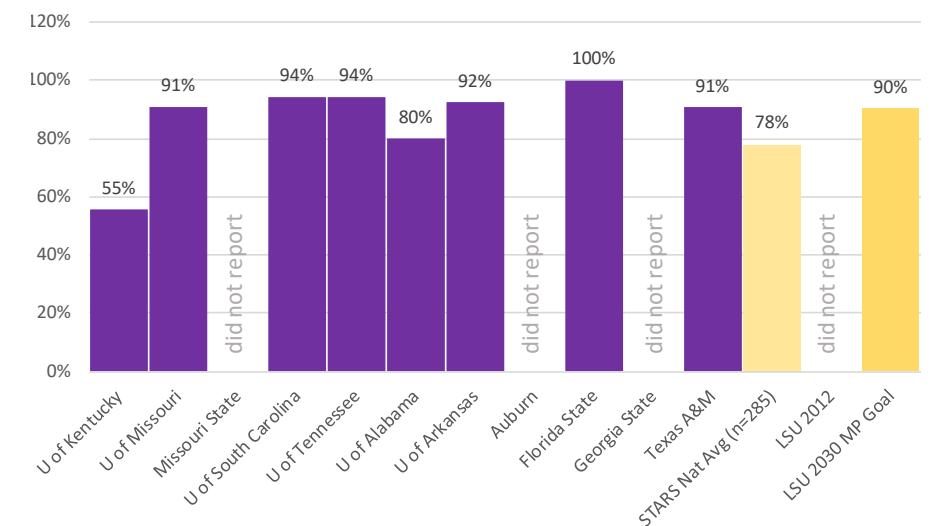
- Continue participating in the GameDay Recycling Challenge each year
- Implement a program that diverts reusable furniture to needy charities during move-in and move-out days.
- Apply for and receive grants for waste reduction, recycling, sustainability education and awareness programs, and campus beautification



GAME DAY RECYCLING CHALLENGE



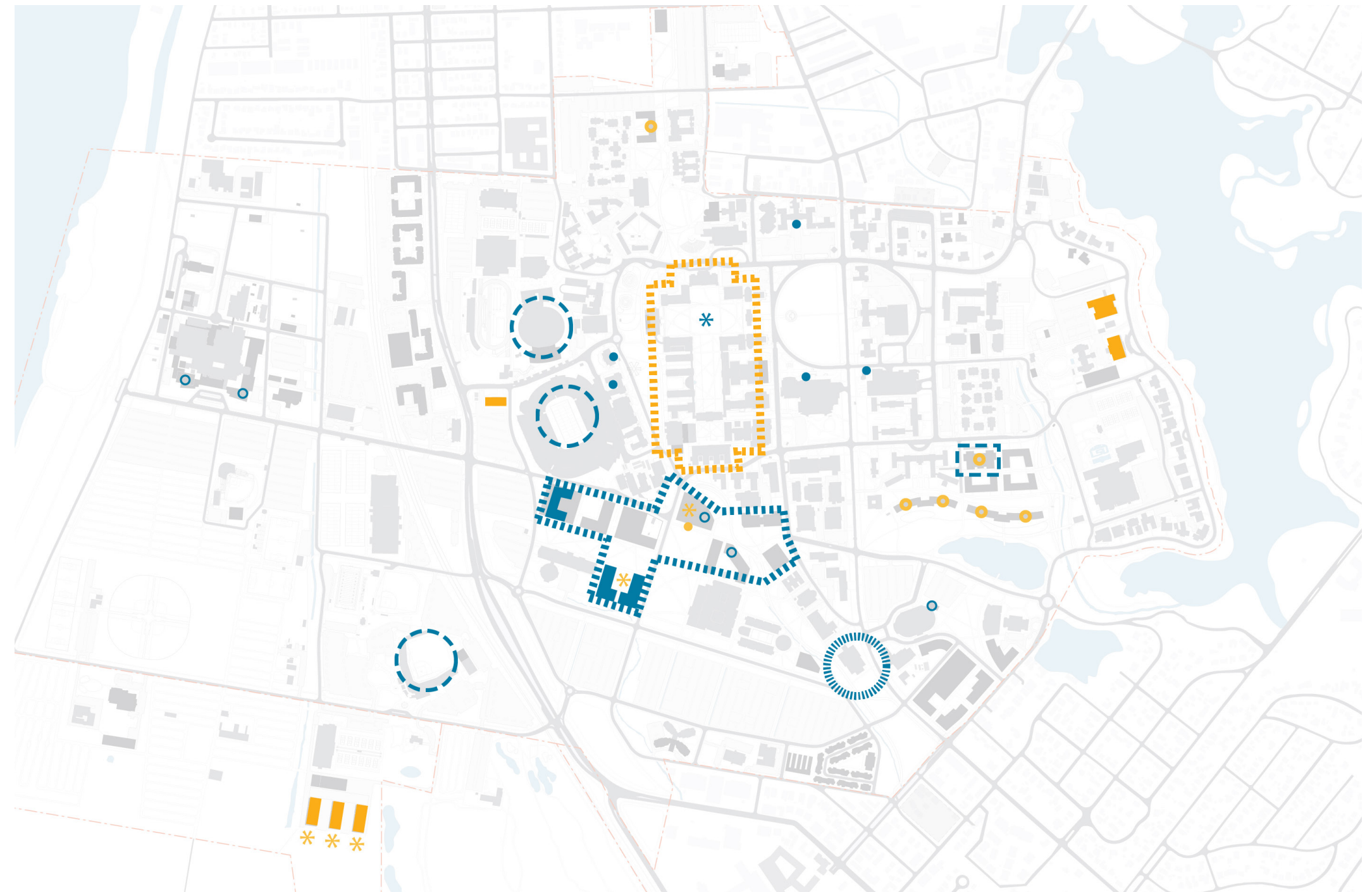
PERCENT OF WASTE DIVERTED FROM LANDFILL



PERCENT OF CONSTRUCTION WASTE DIVERTED FROM LANDFILL

Source for both graphs: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).

- Potential/ EnergyStar office certification opportunities
- Buildings with substantial lab components, good green lab program candidates
- Buildings that can propel event-based recycling programs
- New construction zone, high priority for construction waste recycling
- Historic core buildings are good candidates for energy audits
- Current high profile Big Belly solar compactor locations
- Projects with high hot water demand are good options for solar hot water pilot projects
- Potential biomass site next to Renewable Natural Resource building
- Potential sites for green roof due to elevation change or having visible roof planes
- Potential composting site next to major dining hall
- \* Demo site, prioritize re-use of building materials



ENERGY, WASTE REDUCTION AND RECYCLING



## 4.3 COMPONENT PLAN

# SUSTAINABILITY - TRANSPORTATION

Creating a more sustainable transportation network throughout LSU's campus fosters both a more vibrant campus while drastically reducing greenhouse gas emissions associated with travel into and around campus. Transportation touches many aspects of sustainability, but none may be as important as how a bikeable and walkable campus increases student health through the promotion of an active campus lifestyle.

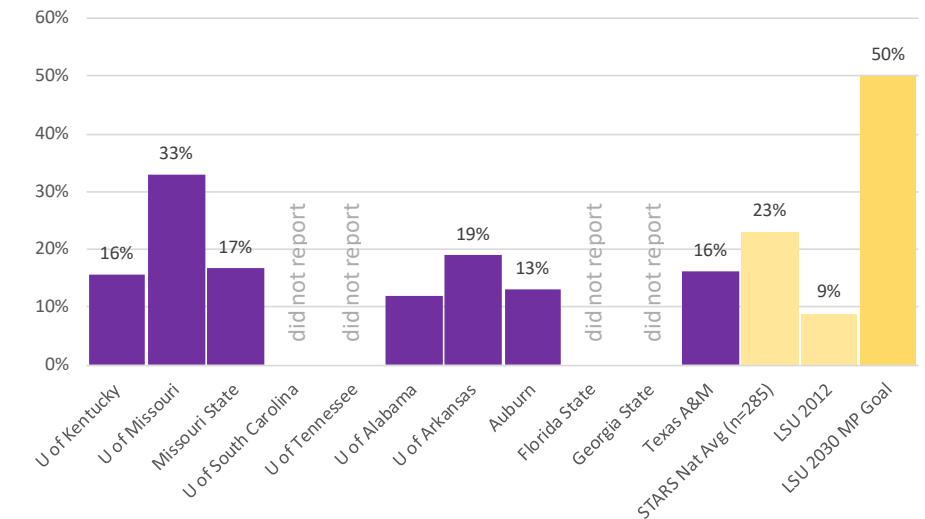
### GOALS FOR 2030:

- **25% of institution's fleet** non-purely fossil-fuel based
- **90% of students** use sustainable commuting options
- **50% of faculty** use sustainable commuting options

### STRATEGIES

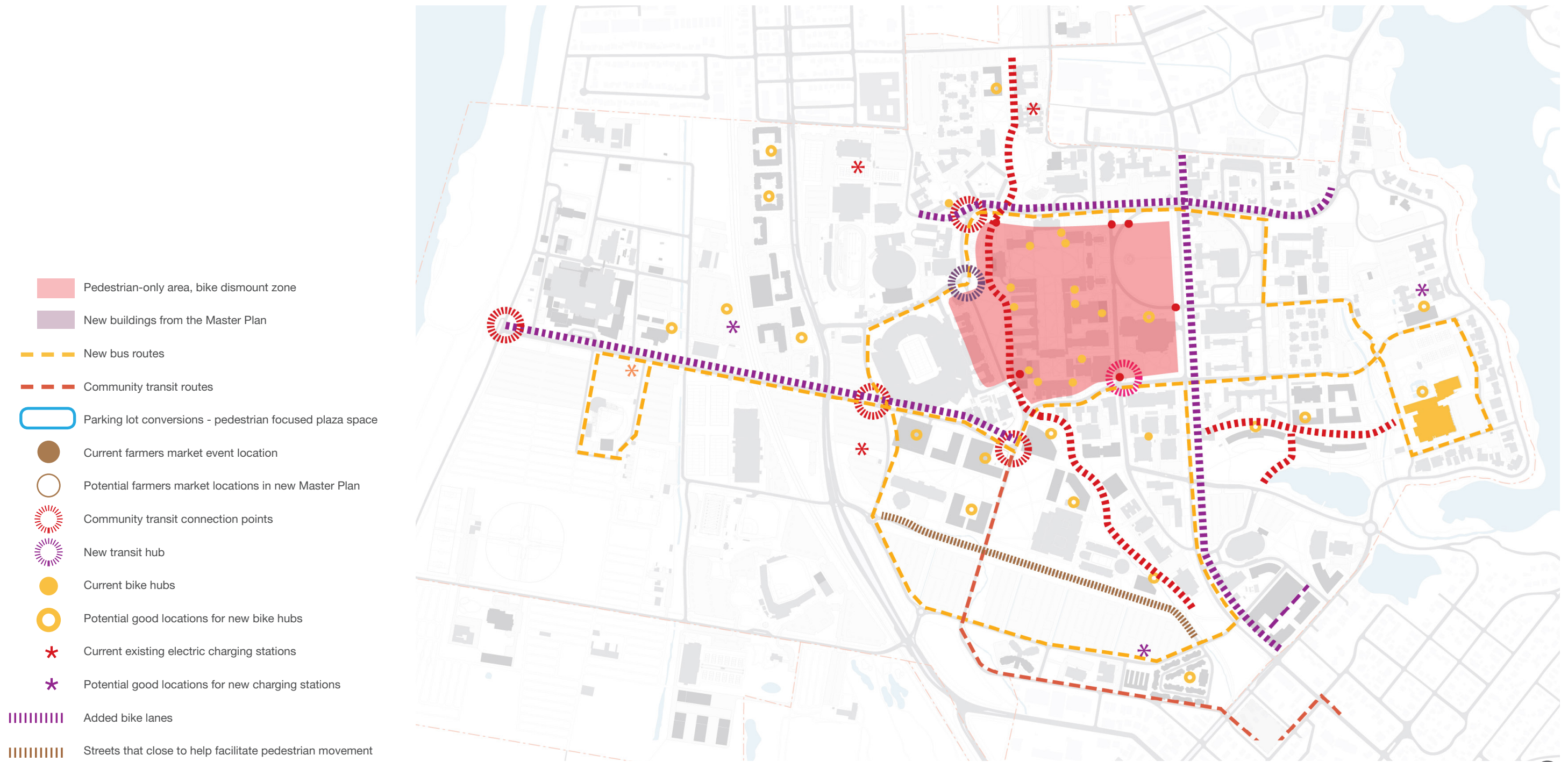
- Continue efforts (e.g. Easy Streets Phase II) to become a more pedestrian-oriented campus and provide safe travel for bicyclists and pedestrians
- Improve bicycle facilities, including the expansion of bike lanes and routes on campus
- Promote awareness among the University community of the environmental, human health, and economic impacts of transportation choices
- Install covered bike storage and shower facilities in new buildings
- Enhance historic core pedestrian experience through adding a "Dismount" signage and bike rack parking along perimeter.
- Support and promote bike sharing efforts and programs
- Ensure short term bicycle parking (racks) within 50 feet of all occupied, non-residential buildings. Ensure long term bicycle storage available within 330 feet of all residence halls.

- Achieve Bicycle Friendly University status from the League of American Bicyclists
- Decrease the prevalence of single occupancy vehicles on campus through enhanced alternative transportation infrastructure, programs and incentives
- Expand on existing car and rideshare programs available to campus (Geaux Ride, ZipCar)
- Continue to promote the existing electrical vehicle charging stations on campus, and acquire new stations as the number of users grows
- Procure electric vehicles for university fleet
- Continue to switch Tiger Trails fleet to low sulfur diesel and greener technology
- Celebrate National Bike Month annually through campus events or competitions
- Formally track bicycle usage on campus
- Conduct a transportation satisfaction survey with students, faculty and staff
- Increase ratio of bicycle parking to campus population
- Develop a theft prevention program for bicycles
- Promote bicycle safety by offering classes or seminars
- Partner with Bike Baton Rouge to promote bicycling locally and on campus
- Consider financial incentive programs to encourage bicycle use
- Develop alternative transportation education programs for targeted groups on campus
- Involve faculty in bicycle education
- Convert unnecessary parking lots into pedestrian amenities and open green space.



PERCENT OF FACULTY USING SUSTAINABLE TRANSPORTATION

Source: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).



- Pedestrian-only area, bike dismount zone
- New buildings from the Master Plan
- New bus routes
- Community transit routes
- Parking lot conversions - pedestrian focused plaza space
- Current farmers market event location
- Potential farmers market locations in new Master Plan
- Community transit connection points
- New transit hub
- Current bike hubs
- Potential good locations for new bike hubs
- Current existing electric charging stations
- Potential good locations for new charging stations
- Added bike lanes
- Streets that close to help facilitate pedestrian movement

TRANSPORTATION



## 4.3 COMPONENT PLAN

# SUSTAINABILITY - PROCUREMENT

Universities are large purchasers of goods and services, which makes them catalysts for change when it comes to choosing which products to buy in terms of food, cleaning products, and services from the community. These choices have the potential to reinforce key values around sustainability while having substantive impacts on local, regional, and national economies.

### GOALS FOR 2030

- **25% of total purchases** from disadvantaged businesses, social enterprises, and/or local community-based businesses
- **25% of expenditures on cleaning** and janitorial products that are 3rd party verified to be healthy and sustainable (2012 AASHE Report for LSU = 9.5%)

### STRATEGIES

- Develop University-wide standards for targeted environmentally preferred products by 2019
- Procure commodities that are certified to meet sustainability standards in the areas of paper, electronics, cleaners, lab products, energy and vehicles:
  - Paper and Forest Products:
    - Forest Stewardship Council [www.fsc.org](http://www.fsc.org)
    - Chlorine Free Products Association [www.chlorinefreeproducts.org](http://www.chlorinefreeproducts.org)
  - Electronics and Appliances:
    - Continue purchase of Energy Star certified products [www.energystar.gov/purchasing](http://www.energystar.gov/purchasing)
    - Electronic Product Environmental Assessment Tool (EPEAT) - [www.epeat.net](http://www.epeat.net)

- Green Cleaners and Lab Products:
  - Environmental Choice [www.environmentalchoice.com](http://www.environmentalchoice.com)
  - Green Guard [www.greenguard.org](http://www.greenguard.org)
  - Green Seal [www.greenseal.org](http://www.greenseal.org)
  - Scientific Certification Systems [www.scscertified.com](http://www.scscertified.com)
- Renewable Energy:
  - Green-e [www.green-e.org](http://www.green-e.org)
- Vehicles
  - Federal Fuel Economy Summary [www.fueleconomy.gov](http://www.fueleconomy.gov)
- Reduce waste at point of purchase. Procure recycled content paper, recycled toner cartridges, and items that can be re-manufactured, recycled or composted
- Purchase durable and reusable goods
- Use life-cycle cost analysis, rather than automatically choosing goods with the lowest purchase price
- Consider durability and reparability of products prior to purchase
- Invest in goods with extended warranties
- Conduct routine maintenance on products/equipment
- Continue to require ENERGY STAR certified appliances and equipment
- When possible, purchase goods in bulk or concentrated form
- Manage surplus effectively by eliminating excess purchases, reviewing past needs to minimize procurement of unneeded items, and periodically ensuring offices clean out supply cabinets prior to placing new orders
- Ensure all Departments are educated on the resources of both the LSU Surplus Department and the Campus Sustainability office for reuse and recycling of old/unneeded items and equipment



CAMPUS BARNES AND NOBLE BOOKSTORE

### 4.3 COMPONENT PLAN

## SUSTAINABILITY - LANDSCAPE AND GROUNDS

Sustainable stewardship of LSU's landscape lies at the intersection of many critical issues to the university. Innovative application of green infrastructure helps mitigate flooding and protect Louisiana's water quality. Incorporation of the latest water conservation strategies and increasing the use of recycled water on campus reduces cost while minimizing environmental impact. Using these principles to maintain and foster Louisiana's landscape helps to sustainably preserve the legacy of LSU's unique and beautiful campus.

#### GOALS FOR 2030

- **30% reduction of total water use** per student
- **90% of campus grounds managed sustainably**, organically, or

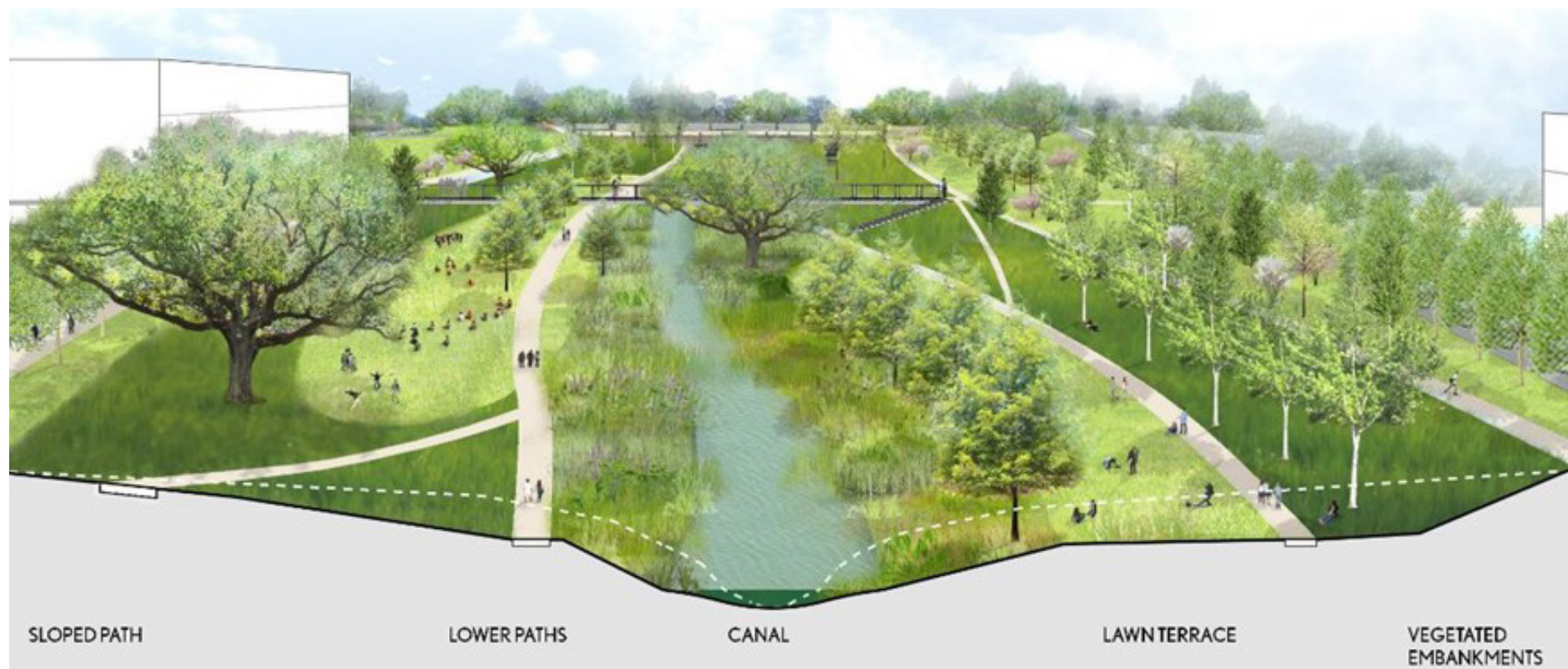
3rd party certified/protected (70% in 2015 according to Princeton Review Rankings for LSU)

- **5% of water demands met by recycled/reused sources** (5% average for universities that report data in AASHE)
- **50% reduction** of total square footage of pervious surfaces

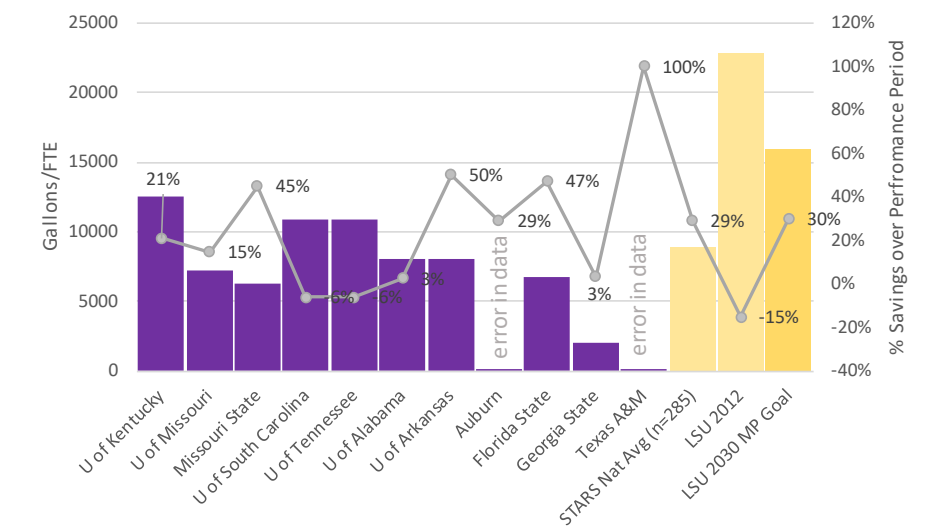
#### STRATEGIES

- Maximize the use of locally sourced, native plant material that is well suited for the southeastern Louisiana environment. Such plant material will require less fertilizer, irrigation, and pesticide. Emphasis should be placed upon hardy perennials and shrubs rather than annuals

- Utilize the widest genetic base among individual species
- Eliminate existing invasive exotic species
- Include endangered, rare species to the extent possible
- Include useful plants (e.g., pest deterrents, nitrogen-fixing plants, edibles and medicinals) for pedagogical and practical purposes
- Reduce high maintenance turf areas and monocultures where possible in favor of diverse native ground covers, tree canopies, prairies, understory trees and shrubs.
- *Integrate stormwater best management practices (BMPs) into social amenities, transportation infrastructure, and buildings to capture and treat stormwater*



GREEN INFRASTRUCTURE AS A SOCIAL AND RECREATIONAL AMENITY

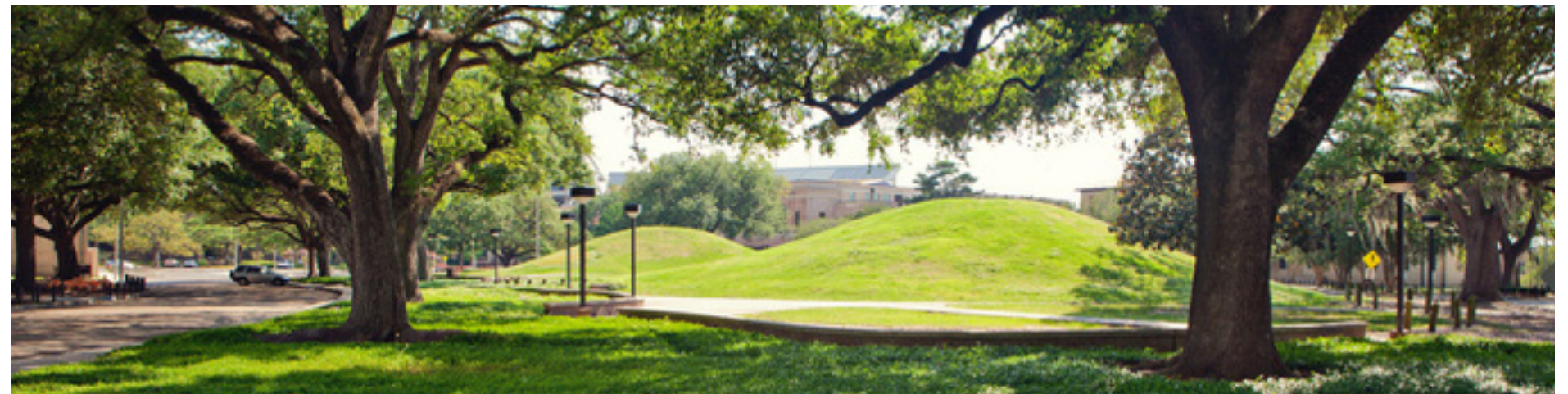


WATER USE / FTE AND SAVINGS

Source: Benchmarking data was aggregated from the AASHE STARS website, where every participating University's certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).



- Maintain and update the campus tree inventory on an annual basis.
- Continue to participate in Tree Campus U.S.A. program
- *Work with faculty, students and staff to create a shared LSU Community Garden*
- *Dedicate a portion of campus to fruit and vegetable production*
- *Create or enhance wildlife habitat locations on campus*
- Create signage that provides students, staff, and visitors with opportunities to learn about native plant species (uses, functions, details, etc.), as well as planting purposes
- Reduce the quantity and impact of harmful, chemical based, landscaping maintenance products and techniques
- Use organic fertilizers to the maximum extent possible. Landscape Services already owns equipment necessary to make compost ed organic fertilizer
- Incorporate integrated pest management practices to deal with seasonal pests
- Work to minimize or eliminate toxic chemicals from landscape management
- Continue to work with the LSU Foundation to promote and manage the Endow an Oak program
- *Install cisterns for capturing rainwater and reusing on landscape beds*



INDIAN MOUNDS



HISTORIC QUAD

### 4.3 COMPONENT PLAN

## SUSTAINABILITY - FOOD

Food has always had a place at the table when it comes to sustainability. What we eat, how we treat the animals that provide us food, who we purchase food from, where it comes from, and how we dispose of food waste all have substantial health and environmental impacts. In 2015 the Princeton Review recognized LSU for purchasing 44% of all its food from local vendors, and through 2030 LSU aims to increase this number drastically and attain similar performance for purchasing sustainably produced animal products.

#### GOALS FOR 2030

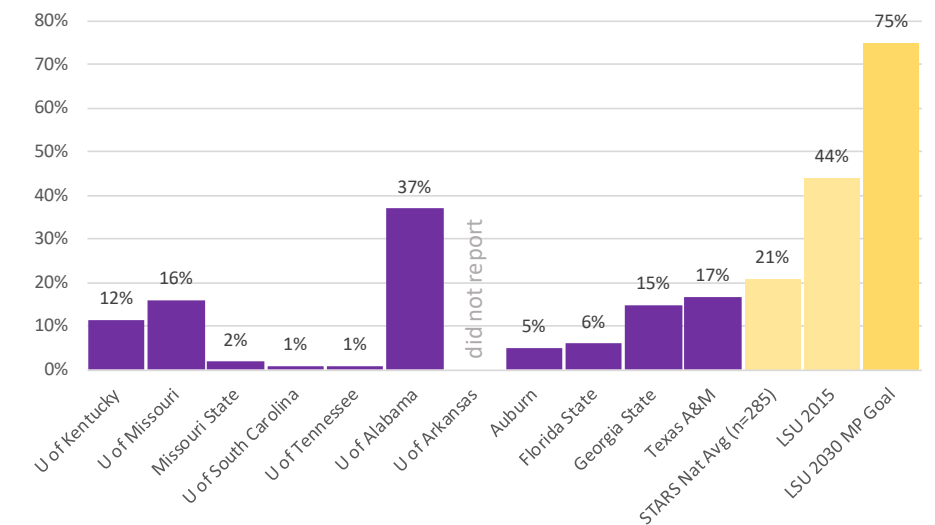
- **75% of dining services** food and beverage expenditures that are local and community-based (44% in 2015 according to Princeton Review Rankings for LSU)
- **25% of total dining services and food purchases** comprised of sustainably produced animal products

#### STRATEGIES

- Work with Faculty on developing a Sustainable Agriculture/Food Systems Minor and Major
- Continue to expand edible landscape program, such as Student Government satsuma tree groves
- Develop a campus composting program (see Waste Reduction & Recycling section)
- Work with faculty, students and Student Government to develop a campus farm for purposes of teaching and research
- Phase out Styrofoam use on campus
- Consider establishing a Campus Farmer’s Market from food grown on campus
- Continue to formally partner with the Sustainable Agriculture

program in the College of Agriculture, including promotion and funding of the student-run Hill Farm Farmer’s Market

- Expand the “trayless” dining program by converting all dining halls to a plate- only dining experience. Market to both current and prospective students the sustainable choice of this program
- Promote “Refills Not Landfills” Campus Sustainability program (in conjunction with grant from Keep Louisiana Beautiful) past the grant period to encourage campus community to reuse containers
- Provide discounts to patrons who use reusable bottles and containers
- Revamp to-go boxes with durable plastic containers that can be returned for cleaning in exchange for tokens, payment, etc.



#### PERCENT OF FOOD PURCHASES THAT ARE LOCAL

Source: Benchmarking data was aggregated from the AASHE STARS website, where every participating University’s certified score is available to view credit by credit (<https://stars.aashe.org/institutions/participants-and-reports/>).



STUDENT TENDING CAMPUS GARDEN



STUDENT TENDING CAMPUS GARDEN



LANDSCAPE, GROUNDS AND FOOD





# 5.0 IMPLEMENTATION PLAN

## BACKGROUND: STRATEGIC CAPITAL PLAN

Recognizing that the Comprehensive and Strategic Campus Master Plan will serve as an excellent tool for managing the long term outcome of the campus, it was evident in the early stages of development that a shorter term, practical implementation plan would be of utmost importance. “Strategic” was included in the title of the overall effort since conception, specifically relating to the development of a strategic implementation plan. Later in the process with development of the Master Plan Vision Statement, the word “practical” was added, specifically to ensure that the Master Plan would allow for a practical outcome. The initial intent along with the later recognition of the importance of a practical plan have resulted in the development of the implementation plan which will be referred to as the Strategic Capital Plan. **The more specific intent for the Strategic Capital Plan was to generate a comprehensive organization of improvements to the campus of all types (buildings, grounds and infrastructure), that establishes integrated priorities aligned with a strategic and common academic purpose as defined by the newly created Academic Strategic Plan.**

It was initially conceived that the shorter term would define a ten year funding period, which would likely have a 12-15 year implementation period that would be inclusive of ALL campus development, regardless

of potential funding source or contracting entity. Developing such a comprehensive plan would allow the university to better understand the priorities and most efficient sequencing of projects, to which potential funding sources could then be applied, rather than prioritizing and sequencing projects based on potential funding. The development of such a plan would have two distinct benefits:

- To create a financial and fundraising planning tool, and
- To create a coordination, sequencing and physical planning tool for project coordination, inclusive of those projects that are already funded.

Furthermore, it was anticipated that the Strategic Capital Plan would be a “living” plan, with the intent that the University would review and update the plan at least annually, such that there would always be a ten year outlook for development priorities and sequence on the campus which will be highly driven by where actual enrollment growth occurs on a college and departmental level.

**“Future funding may appear bleak at times, but there is no better time to be strategic than in times when funding is slim to ensure that the investments that are made are done so in the most strategic, organized and efficient fashion, regardless of the timeframe in which the investments are made.”**

**-- Roger E. Husser, Jr., P.E.**

**Assistant VP, LSU Planning Design & Construction**

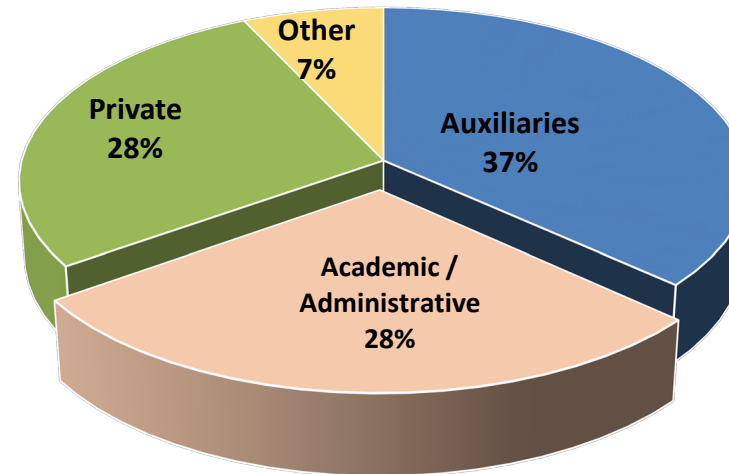
## 5.1 STRATEGIC CAPITAL PLAN

# HISTORICAL DEVELOPMENT

To begin to understand the goals and aspirations for future development targets on the campus it is important to understand the extent of development that has occurred in the past. **Significant investments have been made in the physical campus every single year since the campus was located here in the 1920's.** Of note is that \$1.4 billion has been invested in the campus in the last 14 years since the last master plan was completed, increasing the campus footprint by 3.7 million square feet. As development rates on the campus have varied greatly over the decades, it was determined that the most beneficial information to help project the near future would be to understand the development in the past five years.

Since large capital developments are planned well in advance, it was already apparent which developments would occur through the next fiscal year; therefore, the historical development was analyzed from fiscal year 2013 through fiscal year 2018, a six year period. As can be seen in the charts to the right, \$774 million in development has occurred on campus in this six year period, averaging \$131 million per year, in four major categories. Auxiliary projects were generally self-funded while Academic/Administrative projects were generally funded from State Capital Outlay funds. Private funds represent two primary sources, LSU Foundation and Tiger Athletic Foundation. Approximately half of the Private funding, or 14%, was provided to directly support the academic mission of the university through projects fundraised by the LSU Foundation. The result is that 42% of the overall funding was utilized for development to directly support the Academic/Administrative mission of the university and the remaining 58% was utilized to support the Auxiliary and related missions of the university, primarily in the residential life and athletic areas.

Project Funding FY13-18 Totals



- **\$774 million total**
- **42% invested in the Academic campus from all sources**
- **58% in Auxiliaries and Other**

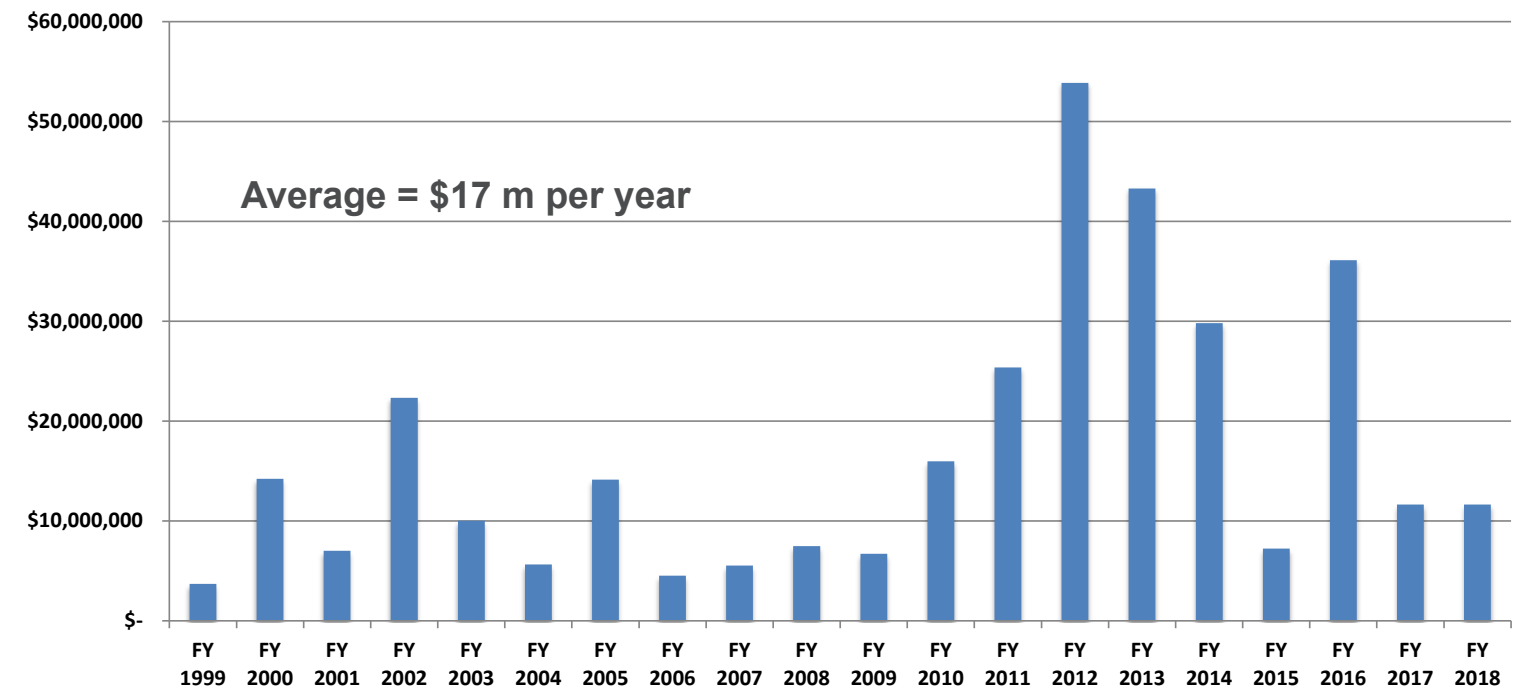
PROJECT FUNDING FY13-18 TOTALS			
Source	FY13-18 Totals	%	Count
Auxiliaries	\$283,933,479	37%	635
Academic / Administrative	\$221,246,657	28%	568
Private	\$214,829,285	28%	70
Other	\$54,374,794	7%	10

CAPITAL PROJECT FUNDING SOURCE & PROJECT TYPES:  
FY 13 - FY 18

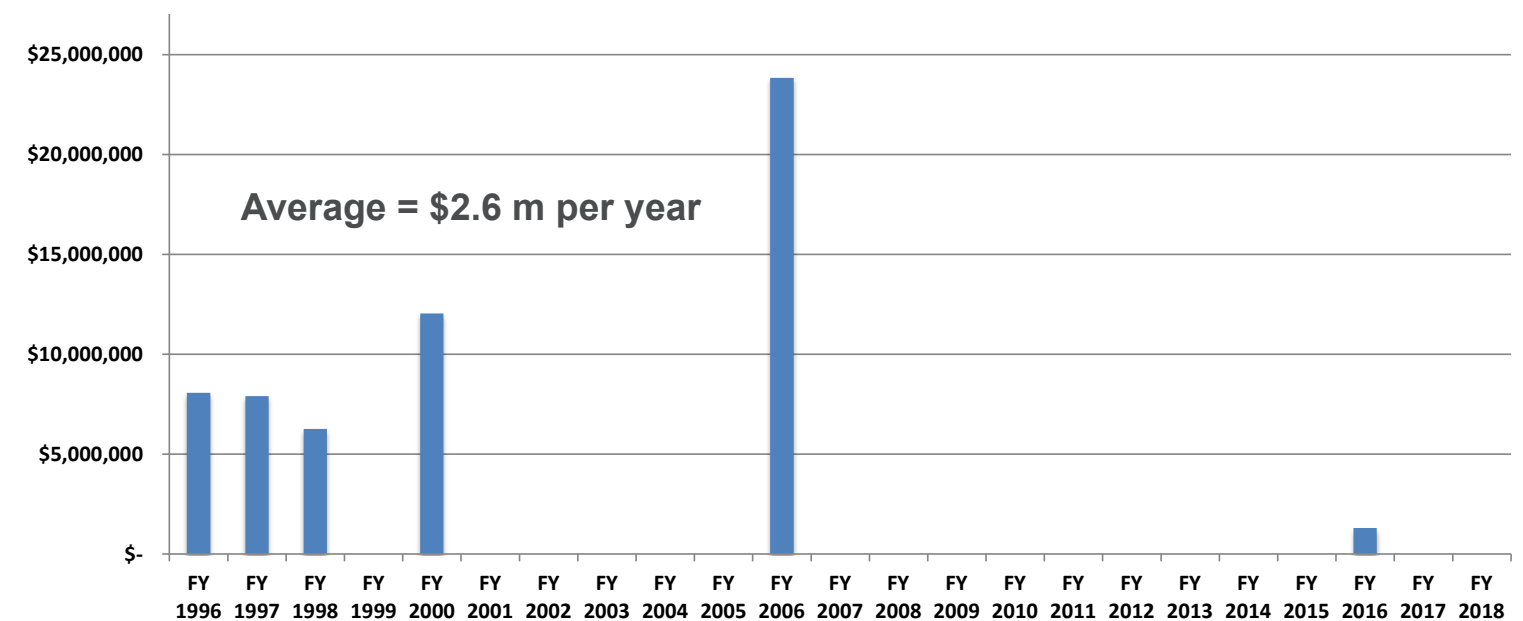
Additionally, as part of the historical analysis, the annual State Capital Outlay and State Deferred Maintenance funding invested in the University was analyzed for the past 20 years, representing the two funding sources provided directly from the State legislature. As evident in the charts on the following page, State Capital Outlay funding has been provided each and every year with varying ranges and averaged \$17 million per year, with an upswing in recent years that creates a \$26 million per year average for the last five years. State Deferred Maintenance funding has been very sporadic with very little funding provided since 2006, averaging \$2.6 million per year. **Total funding from the State legislature has averaged \$28.6 million for the last five years.**

As part of the further historical analysis, and how it may relate to future projections, the 'Annual Campus Development' chart on the "Outcome" page identifies total annual funding for the six year period along with projections of currently planned projects through 2021. These projected projects do not represent the entirety of the Strategic Capital Plan for these upcoming years, only those projects that were already planned with full intent to be funded. In summary, the chart identifies the historical statistics of investments in the campus inclusive of currently planned and funded projects. The data clearly identifies that the already planned development on the campus through 2021 represents a significant annual investment increase than has occurred in the past, signifying the need for a well-developed Strategic Capital Plan to guide future development.

<b>FY13- FY18</b>	
Total Project Expenditures	\$774 m
Average Annual Project Expenditures	\$131 m
<b>FY18 - FY21</b>	
Total Project Budgets	\$834 m +
Average Annual Project Budgets	\$208 m +
<b>Average Capital Outlay (GOB) per Year</b>	
Last 20 Years	\$17 m
Last 10 Years	\$24 m
Last 5 Years	\$26 m
Average Deferred Maintenance (20 yr.)	\$2.6 m



HISTORICAL LEGISLATIVE CAPITAL OUTLAY FUNDING



HISTORICAL LEGISLATIVE DEFERRED MAINTENANCE FUNDING

CAPITAL PROJECT HISTORICAL FUNDING STATISTICS

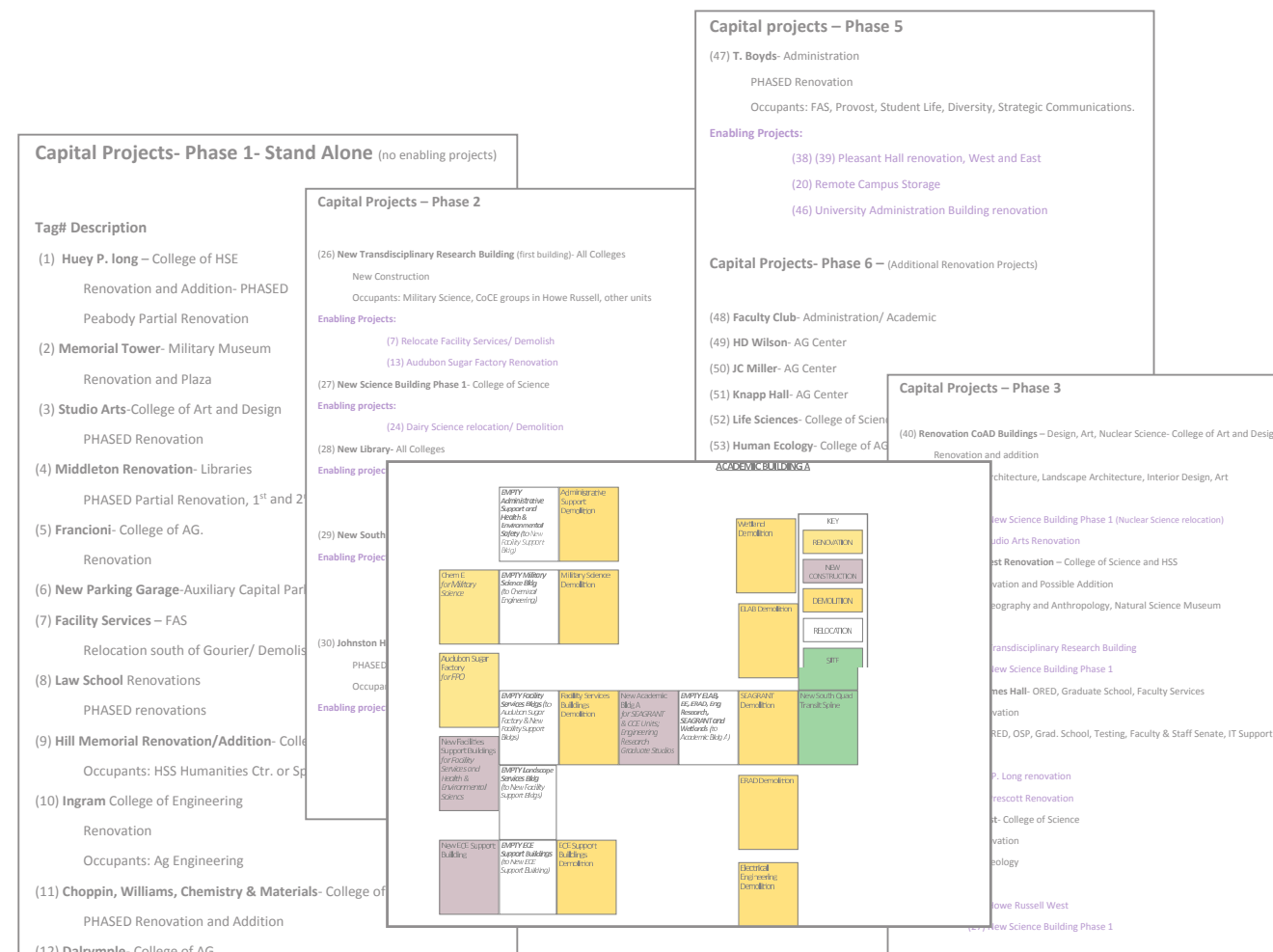
## 5.1 STRATEGIC CAPITAL PLAN

# STRATEGIC CAPITAL PLANNING PROCESS

The process of developing the recommended Strategic Capital Plan to create the most efficient sequence of development is very complex due to numerous factors involved. Factors that affect the priority of a particular project include academic priority, building or infrastructure condition and others, coupled with other deciding factors such as swing space needs and efficient order to address departmental fragmentation issues. Factoring in the various project types such as new buildings versus renovations, site, utility and other infrastructure needs and how they relate to the sequence of building improvements, etc. leads to a very complex analysis.

Additionally, in many cases, one project may need to occur to allow or enable another project to occur, referred to as an “enabling” project, although the enabling project may not be the highest priority. **An example would be a high priority to construct a new building called Building A, but to do so we must renovate Building B to allow a group to relocate to it from Building C, so Building C can be demolished to construct Building A.** In this scenario, somewhat lower priorities need to occur first to make way for the high priority projects. Allowing for swing space to accommodate groups as their buildings are renovated is also a component of the plan. Part of the efficiency consideration as well was to minimize relocations and disruptions of the faculty and staff to achieve “defragmentation” and better organize the locations of associated groups on campus. This also results in somewhat lower priorities being recommended ahead of other higher priority projects to minimize disruptions and efficiently move through a sequence of building renovations. **In many cases, lower priorities should be completed first to make way for the higher priorities.** The excerpts to the right represent

the methodologies used to work through the complex sequencing and analysis to develop a logical and efficient plan.



STRATEGIC CAPITAL PLAN SEQUENCING METHODOLOGY (PROCESS EXAMPLES - NOT FINAL PLAN)



## 5.1 STRATEGIC CAPITAL PLAN

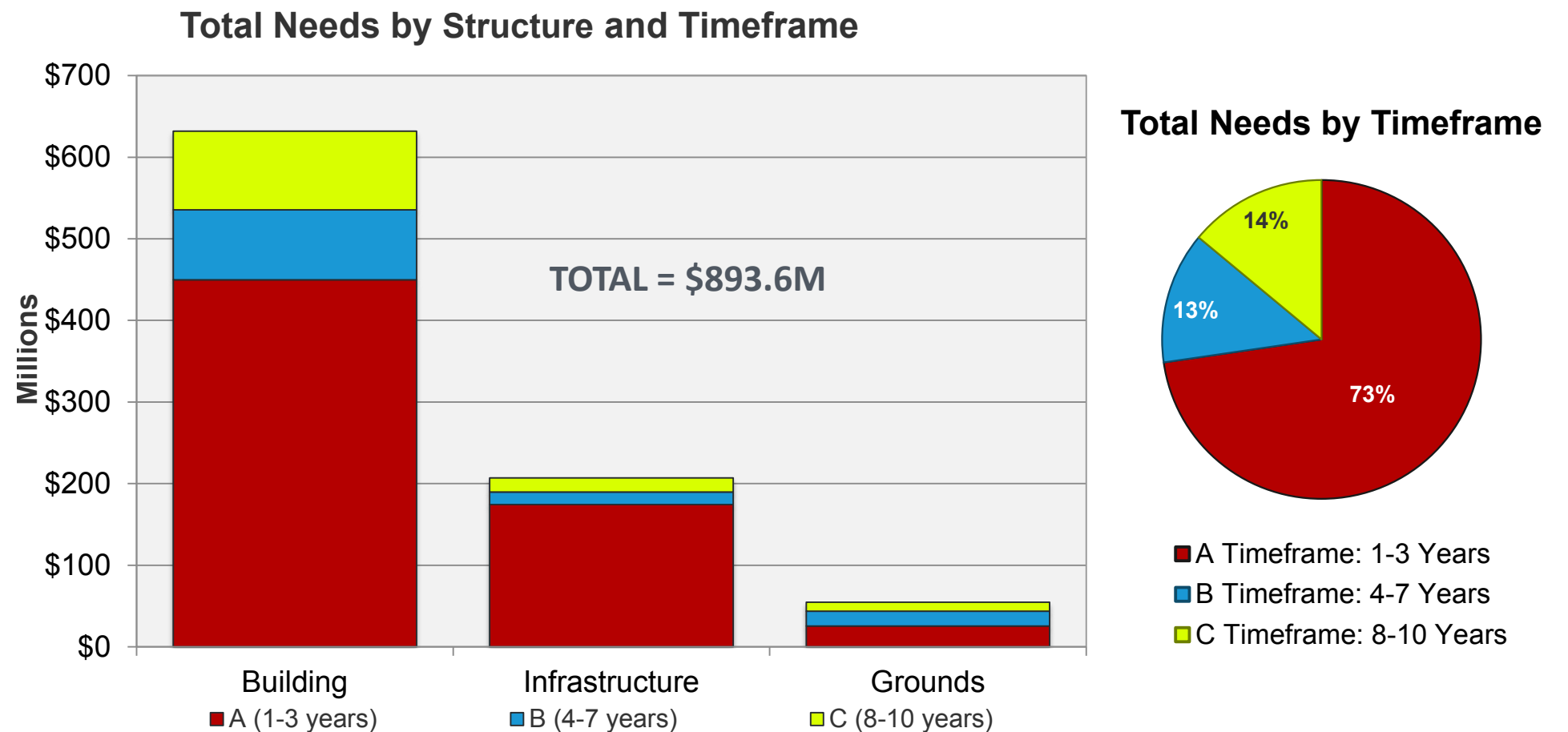
# DEFERRED MAINTENANCE

The Sightlines Building Portfolio Solutions process at LSU included a review of existing inventories/studies, a physical campus walkthrough of each building, interviews with supervisors and multiple qualitative reviews with LSU Facilities Administration. These combined efforts culminated in an \$893.6 million project list of current and upcoming need - organized by timeframe, sub-system and by building. This substantial backlog of deferred maintenance figure represents the total current and upcoming need through 2026. A significant portion of this need falls into 'Timeframe A' – 73% – these are needs that are currently past due, or that will be coming due in the next 1-3 years (see figures to the right). The incremental approach that has traditionally been used to address deferred maintenance needs with State Deferred Maintenance funding has only allowed for addressing small, highest priority needs within individual buildings. This methodology does not allow for the efficiencies that can be achieved by addressing all deferred maintenance needs within a building at once. **Additional analyses of some specific buildings on the LSU campus indicate that it can cost twice as much, or more, to incrementally address deferred maintenance needs with the traditional approach as opposed to addressing all of the needs at once through complete renovations.** Additionally, the traditional incremental approach does not allow for upgrading the buildings to meet the current and future programmatic and pedagogical needs as intended by the Master Plan.

As part of the initial Strategic Capital Plan that has been developed, along with the continual intent to keep it updated, investing in the existing buildings in lieu of constructing new has been a very strong priority. The process of doing so will have

## Total Identified Deferred Maintenance Needs: \$893.6M FY17-FY26

Needs Broken Out by Structure: Building, Infrastructure, and Grounds; Needs Broken Out by Timeframe: A, B and C



TOTAL IDENTIFIED DEFERRED MAINTENANCE NEEDS

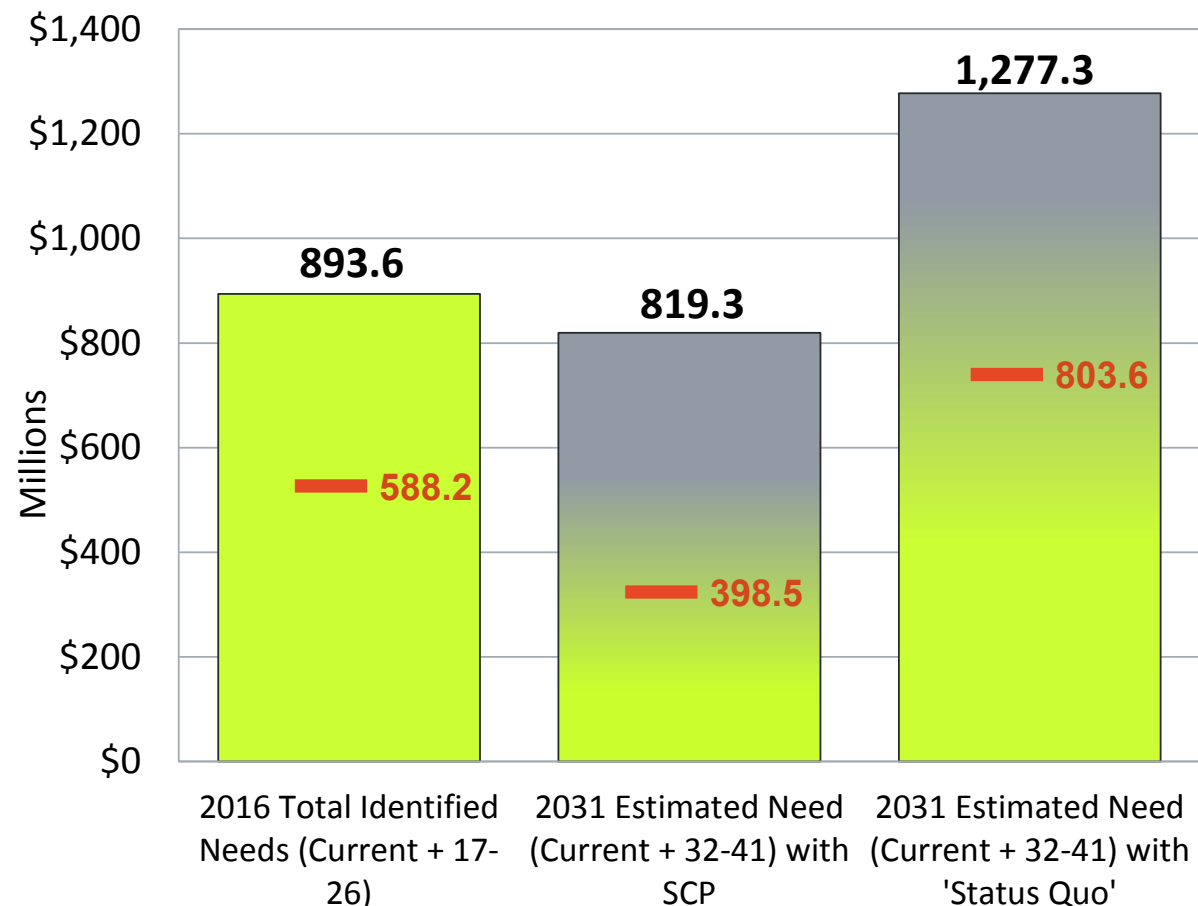
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a significant impact on addressing the major deferred maintenance backlog that exists on campus through complete renovations of these buildings, while utilizing portions of available deferred maintenance funding to address needs in buildings that are not intended to be renovated in the near future, along with investing in repairs to infrastructure. Additionally, demolishing buildings that have served

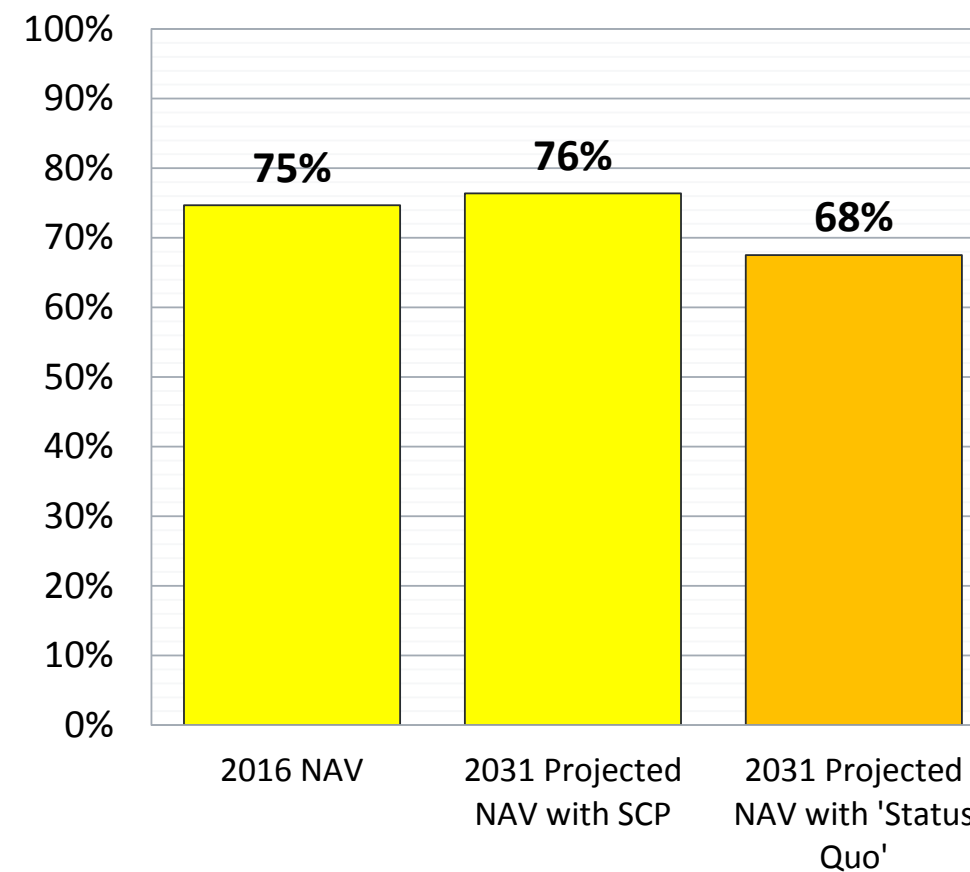
their useful life, which generally are smaller buildings occupying large footprints and have very high deferred maintenance needs, as well as higher operational costs is another means of addressing the deferred maintenance backlog. Removing these buildings allows for addressing the extreme deferred maintenance needs in a different way. The figure below identifies the impact the Strategic Capital Plan

can have on the deferred maintenance backlog, as compared to the projection of deferred maintenance needs on the LSU campus if we continue with the historical strategy.

**Projected Impact to Identified Need**



**Projected Impact to NAV**



Backlog Portion of Identified/Estimated Need

“Backlog” = sub-systems that have already failed, are performing at a decreased efficiency and/or are performing at an increased cost. Model assumes that the additional accumulated deferral will not be in backlog by 2031, but will be coming due between 2032-2041.

PROJECTING IMPACT OF THE PROPOSED STRATEGIC CAPITAL PLAN VS. MAINTAINING THE STATUS QUO

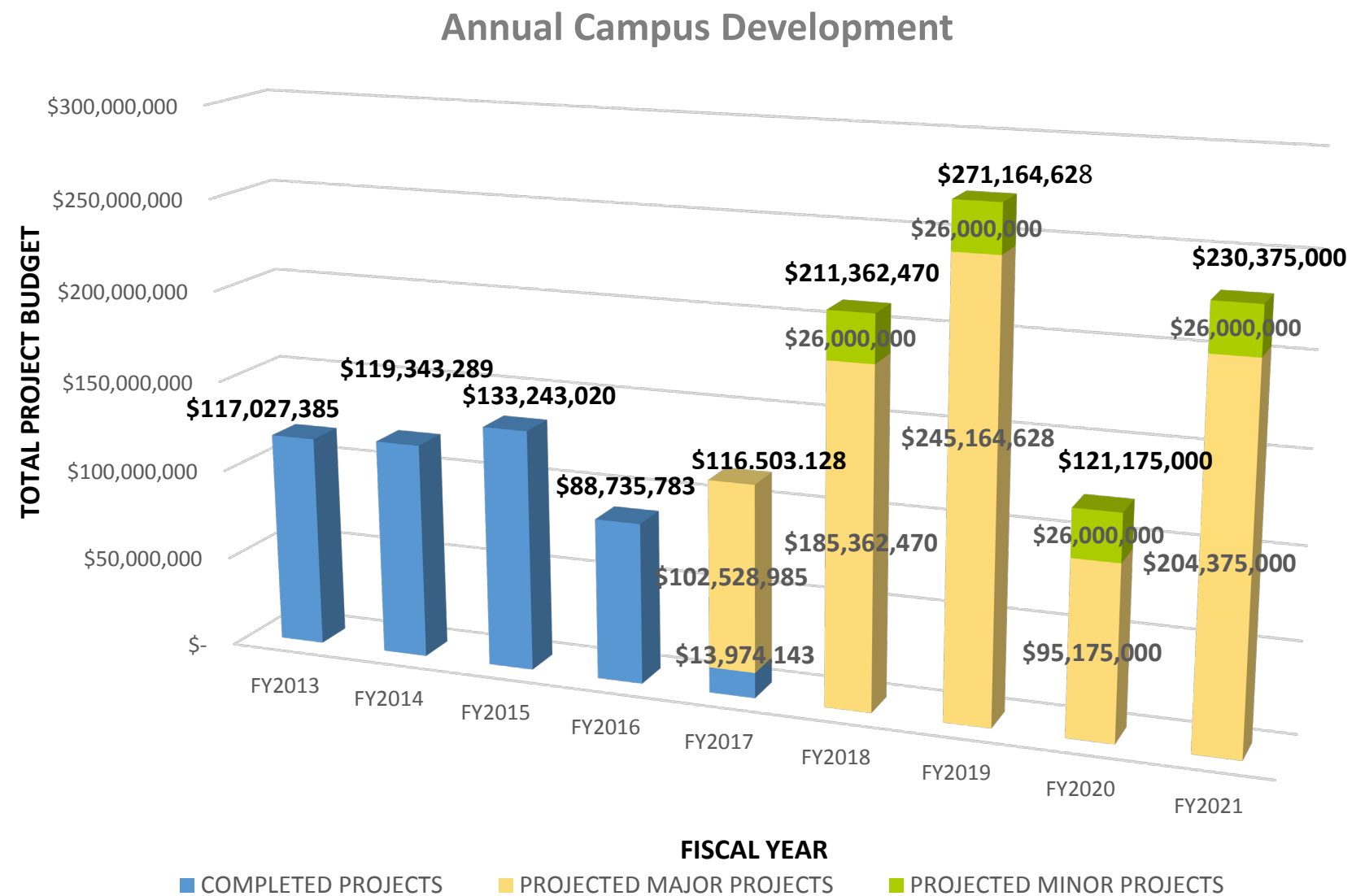
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## 5.1 STRATEGIC CAPITAL PLAN

### OUTCOME

After thoroughly analyzing the long term needs and associated costs, along with the necessary sequence of enabling projects, it became apparent that a longer term 15 year outlook for funding would be more suitable than the initially conceived 10 year outlook, resulting in an 18-20 year implementation plan. **It is conceivable, based on the historical development information and the outlook moving forward for the next 15-20 years that developments on campus could easily exceed \$3 billion, increasing the campus building square footage by one to two million square feet, in the next 10-15 years.** Several factors support this projection:

- \$1.4 billion has been invested in the campus in the last 14 years resulting in a net add of 3.7 million square feet. To achieve this same level of development would require \$1.8 billion in today's costs due to inflation over the past 14 years.
- The onset of significant public-private-partnerships (P3) on campus, particularly in residential development, among other factors, is already accelerating the development as shown in the figure to the right, being the primary contributor to nearly \$1 billion in total investment from all sources in just this five year period.
- There is intent by the LSU Foundation to significantly increase private fundraising in multiples of historical levels, which could result in hundreds of millions of dollars in additional investment in the campus as compared to the past.



CAMPUS DEVELOPMENT: FY13 -FY21

A flow chart methodology, coupled with a complex worksheet were utilized to assemble the Strategic Capital Plan. The full outcome of each are included in the Appendix in Project Groups. The figure on page 156 provides a recent example of the complexities of development on the campus, enabling projects and project sequencing. **This sequence of projects could have benefited greatly from long term foresight and planning as the Strategic Capital Plan provides, reducing costs and shortening schedule.** To summarize this information, the Strategic Capital Plan that has been developed through the process defined allows for a \$3 billion development plan, in current dollars, with approximately half of the improvements projected being facilities that directly support the primary academic mission of the University and the other half being auxiliary facilities, as seen in the summary to the right.

As identified in the summary on the next page, the Historic Core Group and Misc. Standalone Group represent a significant portion of the plan, signifying a substantial investment in existing buildings, reducing the Deferred Maintenance Backlog. Also of note is the significant value for the Future New Buildings Group (shown in green) which would only be built if enrollment actually grows as anticipated.

Additionally, the \$500 million (shown in blue) for future Auxiliary development is purely a projection based on historical investments with no project specificity. Unlike Academic projections, it is difficult to project residential needs and athletics growth into the distant future.

**Lastly, the overall plan suggests a \$212 million annual development for the next 15 years, which is very close to the actual annual development to occur in the next four years.**

Two considerable factors will have an impact on the overall value of the expenditure over any given time: one, when the individual projects within this plan are actually procured and occur will determine the inflationary value that will be applied and two, it is very likely that significant additional auxiliary projects may occur in the future that we are not able to be project at this time. The actual level of investment, growth and development recommended in the initial 15 year funding plan is primarily dependent on availability of funding, and will be so in successive rolling 15 year plans going forward. **The sequencing plan that has been developed defines the most logical and efficient sequence, with the priority factors utilized, regardless of the actual timeframe in which this level of development would occur.** The approximate \$3 billion development plan could certainly occur over a longer period than 20 years, and could also be accelerated in a shorter timeframe if funding availability is realized sooner. **The Strategic Capital Plan provides a tool to ensure there is a plan to support whatever the level of investment in the campus becomes and ensure the most logical and efficient method and order is used to address the defined priorities.**

	Total Project Cost	Deferred Maint. Addressed	Net Asset Value	% of Expense Deferred Maint.
FUNDED ACADEMIC PROJECTS - CURRENT GROUP:	\$ 127,738,990	\$ 33,638,990		26%
<b>TOTAL ACADEMIC FUNDED:</b>	<b>\$ 127,738,990</b>	<b>\$ 33,638,990</b>		26%
SOUTH ACADEMIC DISTRICT - INITIAL GROUP:	\$ 190,897,034	\$ 58,621,400	58%	31%
LIBRARIES GROUP:	\$ 200,989,940	\$ 70,116,400	54%	35%
<b>HISTORIC CORE GROUP:</b>	<b>\$ 447,737,763</b>	<b>\$ 220,384,000</b>	46%	49%
SCIENCES GROUP:	\$ 188,402,400	\$ 31,089,000	69%	17%
VET SCHOOL GROUP:	\$ 18,675,000	\$ -		0%
<b>MISC. STAND ALONE PROJECTS GROUP:</b>	<b>\$ 162,411,136</b>	<b>\$ 77,537,300</b>	50%	48%
FUTURE NEW BLDGS. FOR GROWTH GROUP:	\$ 242,435,520	\$ -		
SITE/INFRASTRUCTURE DEFERRED MAINT.:	\$ 120,000,000	\$ 120,000,000		
<b>TOTAL ACADEMIC/ADMIN. NOT FUNDED:</b>	<b>\$ 1,571,548,793</b>	<b>\$ 577,748,100</b>	56%	37%
<b>TOTAL ACADEMIC:</b>	<b>\$ 1,699,287,783</b>			
<b>PROPOSED STATE FUNDING (15 YEARS):</b>	<b>\$ 450,000,000</b>	*\$30 m per yr. in Capital Outlay and Deff. Maint.		
<b>BALANCE TO FUND:</b>	<b>\$ 1,121,548,793</b>			
<b>AVERAGE ACADEMIC INVESTMENT PER YEAR:</b>	<b>\$ 113,285,852</b>			

ACADEMIC PORTION OF STRATEGIC CAPITAL PLAN:		SQ. FT.
* Demolishes 19 Buildings		925,000
* Renovates 52 Buildings - (Average NAV 51%)		2,750,000
* Builds 7 major new Buildings to meet current need		1,350,000
* Builds 3 additional academic buildings for future enrollment growth		675,000
* 9 stand alone roadway projects		
* 18 stand alone site projects (plus site improvements within building projects)		
* 2 utility projects (plus utility/infrastructure improvements within projects)		

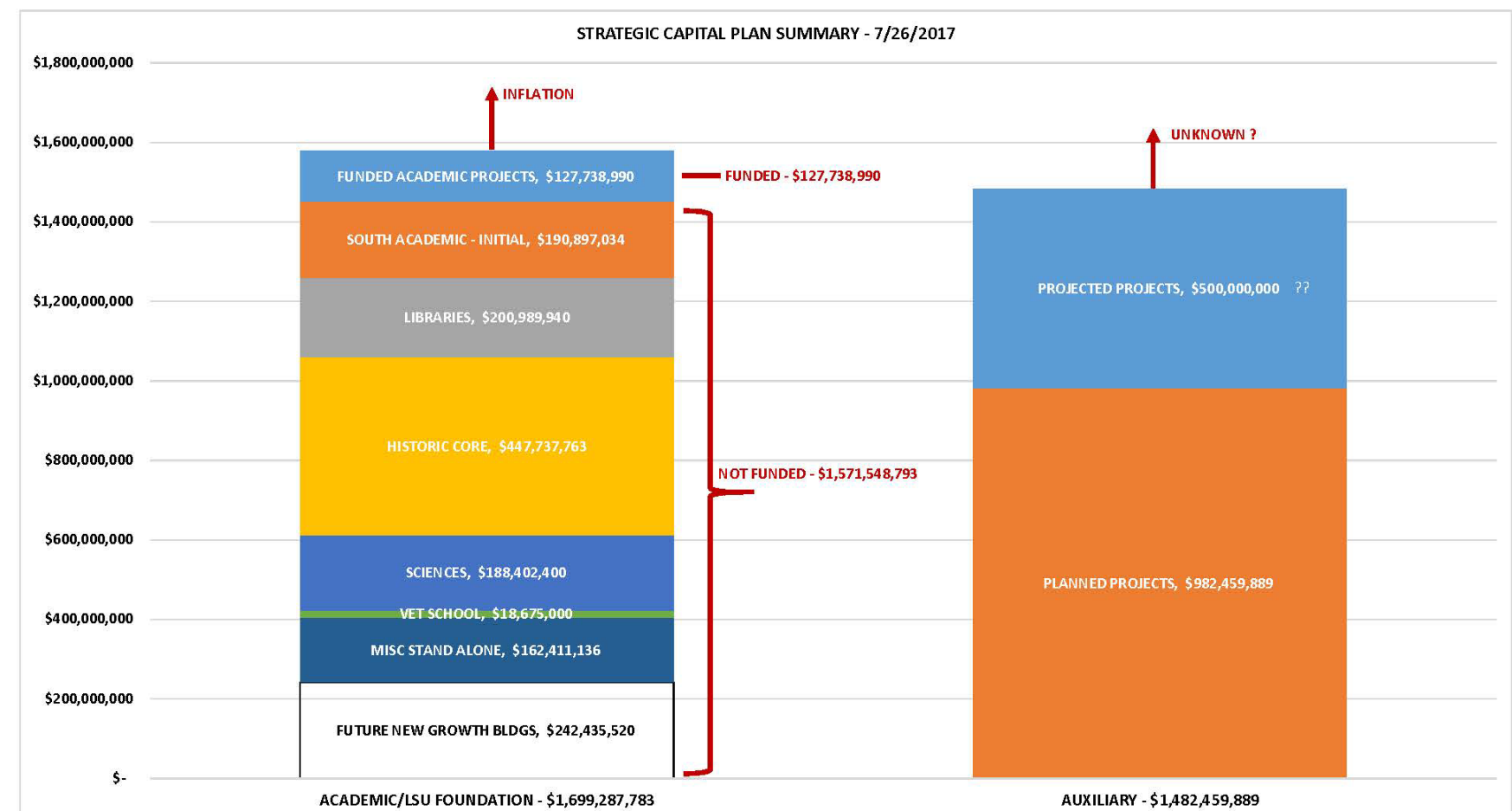
	Total Project Cost	Deferred Maint. Addressed
AUXILIARY/TAF/OTHER GROUP:	\$ 982,459,889	\$ 10,814,000
Additional Auxiliary/TAF/Other:	\$ 500,000,000	
<b>TOTAL AUXILIARY:</b>	<b>\$ 1,482,459,889</b>	<b>\$ 10,814,000</b>
<b>AVERAGE AUXILIARY INVESTMENT PER YEAR:</b>	<b>\$ 98,830,659</b>	

<b>GRAND TOTAL:</b>	<b>\$ 3,181,747,672</b>	<b>\$ 622,201,090</b>
<b>GRAND TOTAL INVESTMENT PER YEAR:</b>	<b>\$ 212,116,511</b>	

\*\*\* Total Deferred Maintenance Need is \$893,610,000



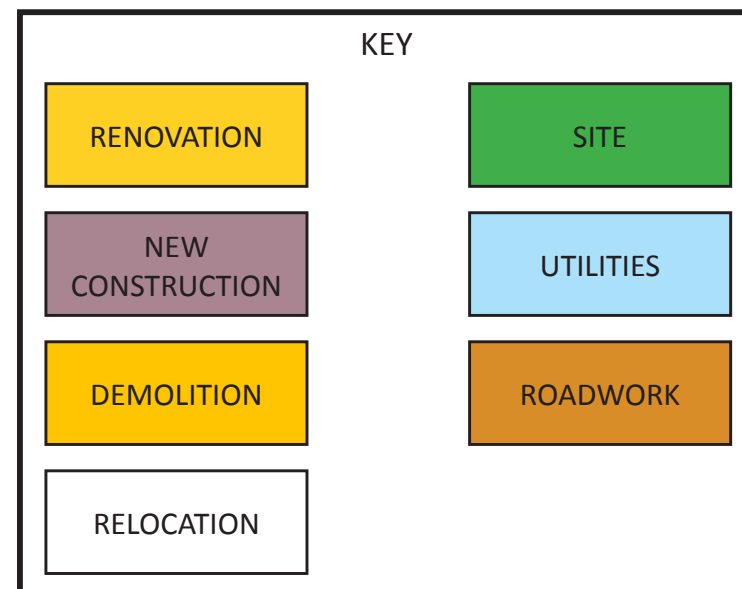
STRATEGIC CAPITAL PLANNING SUMMARY (2017 COSTS)

### Engineering/Business Group - Past Example

New Landscape Services	Demo Landscape Services	Utilities for BEC	New Business School (BEC)	BEC Site	<i>Eng relocates to Business Space</i>
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BAE Storage Addition	Demo BAE Storage Bldg	New Career Svcs in Union	<i>Eng relocates to Career Svcs space</i>
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New Displaced Parking	Patrick Taylor Phase 1	<i>Eng relocates to PFT Phase 1</i>	Swing Sp Renov Jesse Coates (2)	Patrick Taylor Phase 2	<i>Eng relocates to PFT Phase 2</i>
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Swing Sp Renov Audobon Sugar
Swing Sp Renov Old Forestry
Swing Sp Renov Ingram
Swing Sp Renov Jesse Coates (1)

Demo Old Forestry	Complete Patrick Taylor Site Work
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PROJECT PACKAGE/GROUP EXAMPLE

## 5.1 STRATEGIC CAPITAL PLAN

# FUNDING STRATEGY AND PROJECT BUNDLING/GROUPS

With the fully developed \$3 billion needs portion of the Strategic Capital Plan expected to occur over the next 18-20 years, and the intent to always maintain a 15 year funding outlook going forward, a methodology to establish intended funding sources into the future is necessary. The auxiliary projects will continue to be self-funded through traditional sources such as self-generated cash, revenue bonds, private fundraising specific to the auxiliary, and public-private partnerships. Considerations for funding the \$1.5 billion Academic portion of the plan will likely continue to be a mix of primarily state capital outlay funds and private fundraising, with some lesser amount being self-generated. However, it is anticipated and expected that the LSU Foundation will significantly increase private fundraising for LSU with a major campaign to be initiated in the very near future. With the major portion of the future academic development expected to be funded with private funds, different strategies for project funding and implementation can be anticipated. **Several of the recent and current major academic projects on campus have generally been funded with 50% private and 50% capital outlay funds. However, with the intent for major fundraising, the private to capital outlay ratio for academic projects will be closer to 65%/35%. Accounting for full investments in the overall academic plan, including auxiliaries, results in the state legislature only providing 18% of total capital investment in the future.** In this arrangement, it is recommended that the primary academic building renovations and new buildings would best be funded from private funds, with the associated deferred maintenance infrastructure needs, primarily street, sidewalk and utility infrastructure, and demolition being funded from Capital Outlay funds. This creates a scenario that allows the major projects to be implemented more efficiently with private funds,

while still relying on state funding to help support improvements on the campus. Additionally, Board of Regents and the State Legislature have both recently expressed interest in the need to focus state funding on deferred maintenance needs, rather than new buildings, and the Strategic Capital Plan not only focuses on addressing the deferred maintenance backlog but specifically allows for available state funding to be invested in it.

Furthermore, one of the challenges that we will continue to face both private and state funding is the challenge to increase interest in funding the “unglamorous” portions of the plan. Recent history has shown that projects with a significant donor base that result in naming opportunities for major new or renovated buildings, coupled with leveraging those private donations to obtain state capital outlay funding, has resulted in certain projects being funded while those without a significant donor base remain unfunded. Additionally, deferred maintenance and infrastructure needs remain inadequately funded as well. **A methodology to address this and ensure that the universities’ collective academic priorities are funded is the concept of “Project Bundling”.** The concept with project bundling to create a collection, or “**Project Group**,” of associated projects as grouped in the Strategic Capital Plan, and seek funding from both private funds and State Capital Outlay for the entirety of the group, effectively funding the “unglamorous” projects along with the “glamorous” projects. An example may be a “Restore the Core” group of projects or a “South Academic and Research District” group of projects, such that funds are raised, both private and through capital outlay, to support the package or group. Individual buildings and site components that have naming value can still be named within the

whole. The recent example related to Patrick F. Taylor Hall and the Business Education Center (see previous page) can be referred to as a Project Bundle or Project Group. It is recommended that the Project Bundling or Project Grouping methodology be used to move the Strategic Capital Plan forward. The example on the previous be represented as a Project Group. With a well developed Strategic Capital Plan ten (10) years ago, this group of projects would have been implemented sooner and for less cost.

**“Success or failure of the Strategic Capital Plan should not be measured in the amount of dollars spent or new buildings constructed in a given timeframe, but rather should be measured by whether the investments that were made were the most strategic and addressed the highest priorities.”**

**-- Roger E. Husser, Jr., P.E.**

**Assistant VP, LSU Planning Design & Construction**

## 5.2 MASTER PLAN GOVERNANCE

### GOVERNANCE: OVERVIEW

Considering that the LSU Master Plan, like most campus master plans, was not created in a vacuum, but rather as an evolution of prior iterations, it is essential that the dialogue that established this continuity carry on beyond the completion of the process. The challenge for the implementation of the Master Plan moving forward will be to build upon the pertinent framework components and guiding principles of the Master Plan while adjusting for new directions and opportunities. Establishing a clear structure and process of Master Plan Governance (decision-making) over multi-year phases of implementation is therefore necessary.

The creation of a Master Plan governance process through which decisions are made will help achieve the following goals:

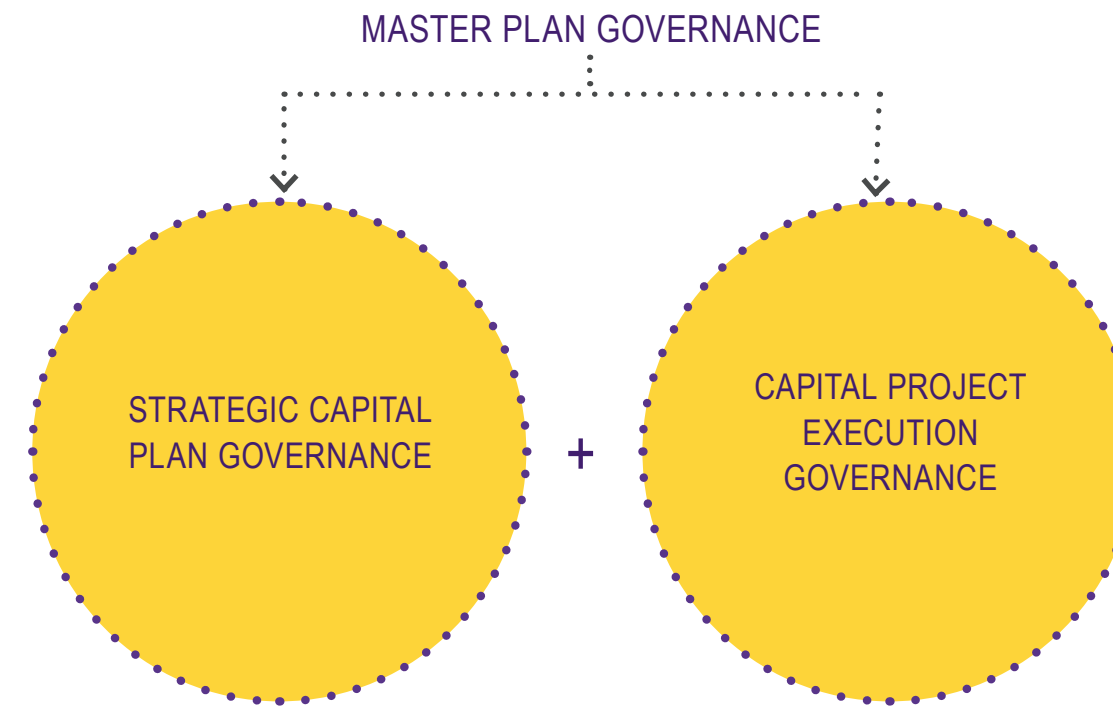
- To ensure continuity between the master planning goals and implementation
- To provide a legacy of advocacy, education and institutional memory to various constituencies throughout the plan's implementation
- To guide project priorities and capital funding process in a way that is consistent with the Master Plan
- To allow thoughtful and informed adjustments to phasing and priorities which are inevitable as the needs and fiscal realities of an institution evolve
- To allow for flexibility within the physical planning context of the Master Plan while still allowing for the advancement of the overall goals and vision
- To ensure that capital planning and investment decisions are informed by the considerations and strategies of the Master Plan
- To dovetail the capital and facilities planning process with the

sustainability and design guidelines process

- To advocate for and communicate the mission driven priorities of the Master Plan and to amend priorities based on any deviation between academic projections and actual growth
- To track progress and update the Master Plan as needed throughout its implementation
- To provide ongoing stewardship of the campus environment, the investment in deferred maintenance and the creation of quality academic and auxiliary space to respond to programmatic needs

The Master Plan Governance structure is composed of two essential processes.

- **Governance of the Strategic Capital Plan process:** Through this process, the University will determine the sequence of implementing projects recommended in the Master Plan which will drive fundraising, and hence campus development, priorities.
- **Governance of the Capital Project Execution process:** Through this process, the University will ensure that the execution of each capital project is in alignment with the Master Plan framework/intent and in keeping with the Design Guidelines, Campus Site and Landscape Standards, and Facility Design Standards and Specifications.



MASTER PLAN GOVERNANCE STRUCTURE



## 5.2 MASTER PLAN GOVERNANCE

# GOVERNANCE OF THE STRATEGIC CAPITAL PLAN PROCESS

Key players in the Governance of the Strategic Capital Plan are as shown in the figure below. It is recommended that a new Strategic Capital Planning Governance Committee (SCPGC) be formed to include key University leadership.

**CAPITAL PROJECT RECOMMENDATION** – It is recommended that the Planning, Design, and Construction (PDC) and University Architect (UA), meet quarterly to review the Strategic Capital Plan progress, review the status of capital project plans, agree on and make changes and amendments to the plans, as necessary. PDC and the University Architect will be responsible for developing recommendations annually for the Strategic Capital Plan based on agreed upon priority factors, including:

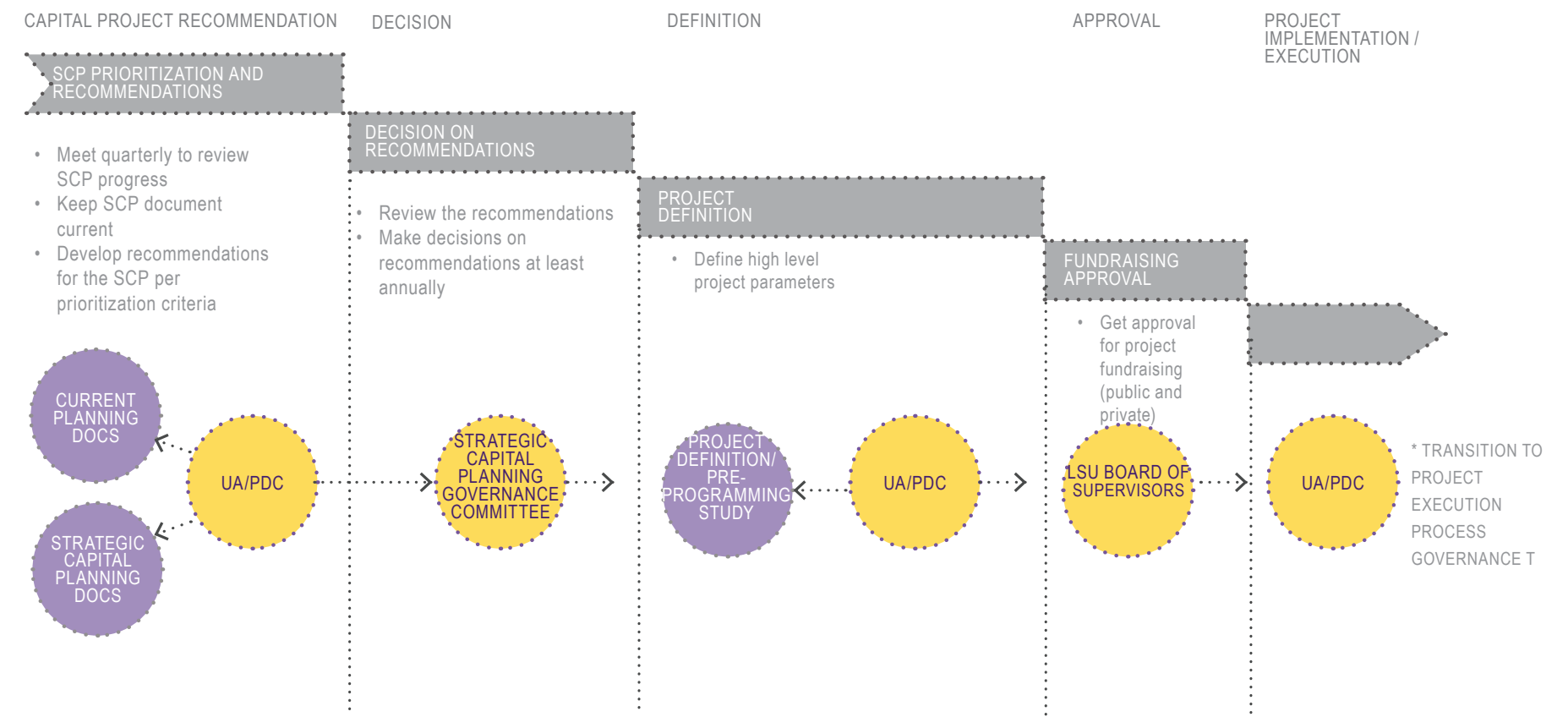
- Academic priority
- Building condition / deferred maintenance needs
- Grounds condition / campus landscape needs
- Utilities and energy infrastructure needs
- Transportation and mobility infrastructure needs
- Historic fabric preservation
- Sustainability priority
- Auxiliary priority
- Donor driven priority

**DECISION** – The Strategic Capital Planning Governance Committee is a decision-making body that will make decisions on the Strategic Capital Plan recommendations made by PDC and the University Architect.

**DEFINITION** – PDC and University Architect will then be responsible for defining high level project parameters (estimated size, cost, timeline) and bringing the recommendations to the Board of Supervisors for approval.

**APPROVAL** – The Board of Supervisors approves the actual fundraising efforts for the public and privately funded projects . After this approval, the project moves into the Project Execution process.

**IMPLEMENT** - The Facility and Property Oversight (FPO), and specifically PDC, will be responsible for managing and implementing the Strategic Capital Plan recommendations with engagement with the University Architect relative to the Design Guidelines. PDC and FPO maintain the necessary continuity between the Strategic Capital Planning process and the Project Execution Process (as described in the following page).



STEPS IN THE STRATEGIC CAPITAL PLANNING PROCESS

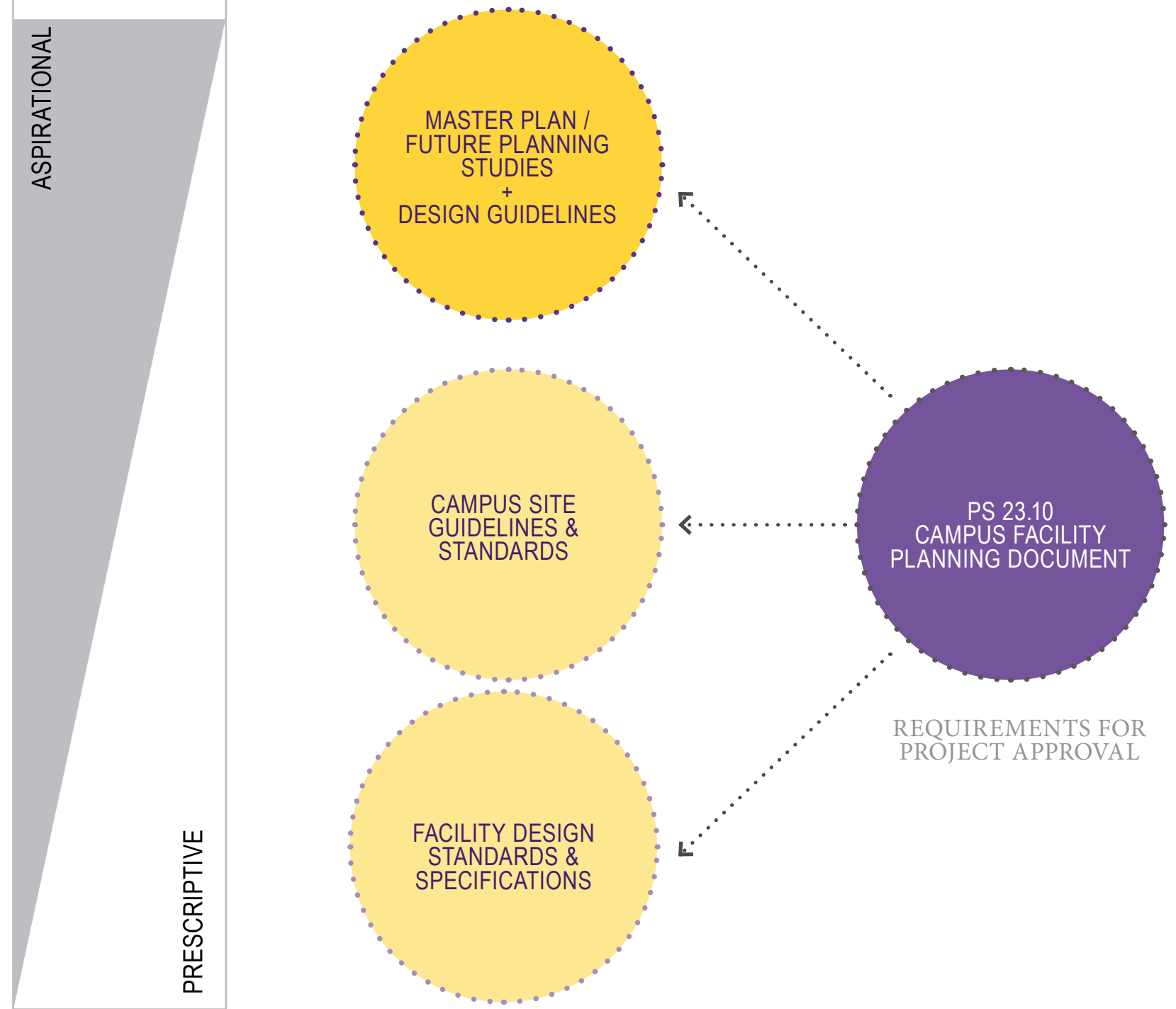
## 5.2 MASTER PLAN GOVERNANCE

# GOVERNANCE OF THE CAPITAL PROJECT EXECUTION PROCESS

The intent of creating a governance structure for Capital Project Execution is to provide a process to ensure that capital projects are executed in alignment with the Master Plan framework and intent (as part of the “approved planning documents” per LSU Statement PS 23.10). The Design Guidelines document (refer Appendix) explains in further detail the intent of the various planning documents.

These approved planning documents, as seen in the figure to the right, provide varying levels of aspirational and prescriptive guidelines. The Master Plan provides the highest level aspirations for campus growth over the centuries and the Design Guidelines provide high level descriptions for how design can achieve those goals. The Site and Landscape Standards (refer to Appendix) and Facility Design Standards and Specifications documents provide more prescriptive requirements for architecture, landscape architecture, and engineering standards. For example, the Design Guidelines might encourage designers to create a building first floor which is public and showcases the activity within in order to create a vibrant campus, while, the Facility Design Standards & Specifications might specifically require use of transparent glass on the building facade.

The draft of Policy Statement 23.10 (PS 23) lays out the process for project approvals, including required submittals at each phase (included in the Appendix)



APPROVED PLANNING DOCUMENTS

The key players in the approval process for new construction are shown at right. The Campus Planning and Oversight Committee (CPOC) (currently FODC) is the main review body for new projects and includes representatives from LSU facilities team, departmental faculty, and various campus stakeholders where some members have voting power and some solely provide representation.

Other high-level university leadership who may review a project separately from the CPOC include the LSU Board of Supervisors (BOS), University President, Provost, and those shown in the yellow circles at right.

The four broad steps in the project approval process are as follows:

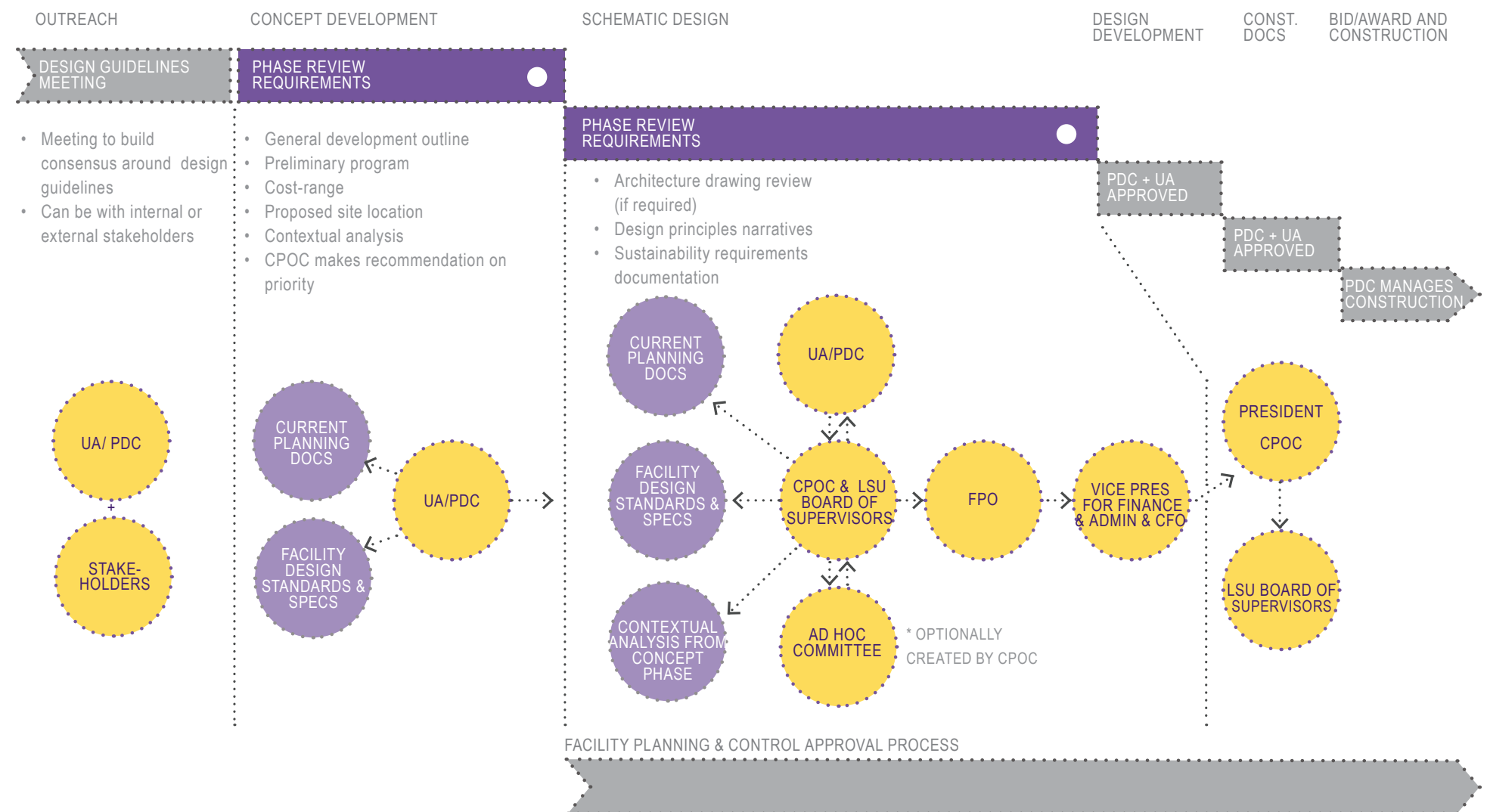
**OUTREACH** - The University Architect (UA) and PDC lead a series of meetings to build consensus about how the project should respond to the design guidelines and goals of the Master Plan. These meetings include project stakeholders and high-level decision-makers should be present. Depending on the project's needs, outreach meetings can also solicit funding.

**CONCEPT DEVELOPMENT** - PDC analyzes and confirms a building site and orientation, building program, budget, and whether this building will be a sustainably-focused building, which requires a higher level of performance and adherence to design requirements. The UA develops a contextual analysis to establish the design intent and context for the project. The UA drafts a contextual design narration.

**SCHEMATIC DESIGN** - The UA works with designers and recommends a design to CPOC and the LSU BOS. The CPOC reviews a schematic building design, narrative about how the building

responds to each principle of the Design Guidelines, a Sustainability Requirement Checklist, and a narrative of how the project meets sustainability requirements. If this project is a sustainability-focused building, the team will also review a narrative responding to the AIA COTE Top 10 framework and a narrative describing the feasibility of meeting a 3rd party certification standard: LEED, Living Building Challenge (full or petal certification), Sites, WELL, or other.

**DESIGN DEVELOPMENT - BID / AWARD** The final construction document completion is managed by PDC, with approval by UA and others to ensure project meets the intent approved by CPOC, high level leadership and the LSU BOS. The goal of this management is to ensure that the design principles and sustainability requirements the team previously identified have been carried through into the construction documents.



STEPS IN THE PROJECT DESIGN APPROVAL PROCESS



# 6.0 APPENDIX

The following additional supporting documents and resources are available at LSU's Office of Planning, Design and Construction.

- A. MASTER PLAN SUMMARY & FINAL PRESENTATION
- B. ACADEMIC SPACE STUDY FINDINGS
- C. ADMINISTRATIVE AND SUPPORT SPACE STUDY FINDINGS
- D. BUILDINGS PORTFOLIO SOLUTIONS (FACILITIES ASSESSMENT) FINDINGS
- E. DESIGN GUIDELINES
- F. SITE AND LANDSCAPE STANDARDS
- G. STORMWATER STUDY FINDINGS & STORMWATER SOLUTIONS KIT OF PARTS
- H. DINING STUDY FINDINGS
- I. WAYFINDING AND SIGNAGE SUPPLEMENTARY DOCUMENTS (DONOR RECOGNITION, GREEK SIGNAGE, RETAIL SIGNAGE)
- J. STRATEGIC CAPITAL PLAN FLOW CHART AND WORKSHEET
- K. SHORT-TERM TRANSIT RECOMMENDATIONS
- L. MOBILITY COMPONENT IMPLEMENTATION MATRIX
- M. COLLEGE OF HUMANITIES AND SOCIAL SCIENCES SPACE DEFRAGMENTATION PLAN
- N. CAMPUS UTILITIES ASSESSMENT FINDINGS
- O. MASTER PLANNING PROCESS MEETING NOTES
- P. ROADWAY NAMING MODERNIZATION PLAN



**Request from LSU A&M to Authorize the President to Execute a Lease with Tiger Athletic Foundation for Renovation and Expansion of the LSU Football Operations Center**

To: Members of the Board of Supervisors

Date: October 13, 2017

This is a significant board matter pursuant to the Board's Bylaws, Art. VII, Sec. 9:

A.3 The lease of any immovable property

A.5(i) Any contract for construction or capital improvements on immovable property of the Board where the construction cost is projected to be greater than \$1 million

**1. Summary of Matter**

Tiger Athletic Foundation ("TAF") requests consideration and approval to lease certain portions of the LSU Football Operations Center to TAF for the purpose of permitting TAF to construct improvements to the building including: provide parking (approximately 40 spaces) and related hardscape and softscape; provide a dining facility and support kitchen for approximately 200 student athletes; provide a new entrance lobby and Hall of Fame focused both on recruitment and family/fan experience; develop space for a defensive walk-through sequence; renovate sports medicine areas; provide new student athlete recovery as it relates to the player areas on level 1; re-design and renovate administrative areas, war room, and recruitment areas; and perform related improvements (the "Work") at TAF's cost and in strict accordance with plans and specifications approved by LSU and applicable LSU policies and procedures.

The proposed lease would be effective as of January 1, 2018, and terminate on either June 30, 2019, or the date of donation of the completed Work to LSU, whichever is earlier, unless extended upon written consent by the President of LSU.

**2. Review of Business Plan**

TAF has sufficient accumulated funds and private contributions that may be used for the purpose of paying expenses incurred by TAF for design and construction of the Work and related expenses.

**3. Fiscal Impact**

The cost of designing and constructing the Work is estimated at an amount not to exceed Twenty-Three Million Dollars (\$23,000,000), including design and construction but excluding Furniture, Fixtures & Equipment. The estimated cost of the Work may be increased only with the written consent of TAF and the LSU Representative. All costs and expenses shall be paid by TAF from private funds.

**4. Description of Competitive Process**

Based on design development drawings, qualified contractors will be asked to submit proposals on a cost of the work plus fee basis subject to a guaranteed maximum price. The contractor selected to perform the work will consult with the Architect during the design process to ensure that the final design is cost-efficient and can be completed within applicable time limits.

## **5. Review of Legal Documents**

Before execution by the President, all legal documents will be reviewed by LSU Office of General Counsel for legal sufficiency and compliance with LSU policies, procedures and practices. Pursuant to the terms of the attached Lease, the LSU Board of Supervisors will grant to TAF and its contractors rights of access and use of LSU property for the sole purpose of permitting the Work. Lease provisions include requirements that: construction must be at TAF's expense; contractors must be licensed in Louisiana and provide labor and materials payment bonds for the full amount of the construction contract naming TAF and the Board as dual-obligees; unless waived by the LSU Representative, contractors must provide specific insurance in certain minimum amounts naming the LSU Board of Supervisors and TAF as additional insureds; and, Plans and Specifications must be approved by the LSU Representative prior to commencement of construction.

## **6. Parties of Interest**

The LSU Board of Supervisors, LSU, and Tiger Athletic Foundation are the primary parties of interest.

## **7. Related Transactions**

None.

## **8. Conflicts of Interest**

None

## **ATTACHMENTS:**

- I. Draft Lease for Renovation and Expansion of the LSU Football Operations Center (Phase II)(Available on the Board site)

## **RESOLUTION**

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College authorizes F. King Alexander, in his capacity as President of LSU, to execute a Lease to Tiger Athletic Foundation in order to facilitate the renovation and expansion of the Football Operations Center and to execute related agreements” as may be reasonably necessary to facilitate the project;

BE IT FURTHER RESOLVED that the Board, pursuant to the Uniform Affiliation Agreement between it and the Tiger Athletic Foundation, finds an acceptable University purpose for Tiger Athletic Foundation to enter into the proposed Lease, and any related or ancillary contracts and agreements reasonably necessary for the project; and,

BE IT FURTHER RESOLVED that F. King Alexander, in his capacity as President of LSU, or his designee, is hereby authorized by and empowered for and on behalf of and in the name of the Board of Supervisors, to include in the Lease any and all provisions and stipulations that he deems in the best interest of the Board of Supervisors.”

**LEASE AGREEMENT FOR PHASE II RENOVATION AND EXPANSION  
OF THE LSU FOOTBALL OPERATIONS CENTER**

**THIS LEASE AGREEMENT FOR PHASE II RENOVATION AND EXPANSION  
OF THE LSU FOOTBALL OPERATIONS CENTER** (herein “Lease”) is entered into as of  
the dates indicated on the attached Acknowledgments, by and between,

**BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND  
AGRICULTURAL AND MECHANICAL COLLEGE**, a public constitutional  
corporation organized and existing under the Constitution and laws of the State of  
Louisiana, domiciled in the Parish of East Baton Rouge, said State, appearing  
herein through, F. King Alexander, in his capacity as President of LSU, duly  
authorized and empowered by resolution of said Board of Supervisors (hereinafter  
referred to as “Board”),

and

**TIGER ATHLETIC FOUNDATION**, a Louisiana non-profit corporation  
organized and existing under the laws of the State of Louisiana, domiciled in the  
Parish of East Baton Rouge, herein appearing through and represented by Richard  
B. Perry, its duly authorized President and Chief Executive Officer (hereinafter  
referred to as “Foundation”),

provides as follows:

**WITNESSETH**

**WHEREAS**, Foundation is a private non-profit Louisiana corporation described in  
Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, whose tax exempt purpose  
is to support the mission and programs of Louisiana State University and Agricultural and  
Mechanical College (“University”), a higher education institution under the management and  
supervision of Board;

**WHEREAS**, Louisiana Revised Statutes 17:3361, et seq., expressly authorizes Board to  
lease property to a nonprofit corporation such as Foundation for the purpose of constructing and  
renovating buildings, other structures and improvements;



**WHEREAS**, Board is the owner of the immovable property including but not limited to that certain building and surrounding land known as the Football Operations Center (“Building”) and other improvements described on Exhibit “A” (the immovable property, Building and other improvements described on Exhibit “A” are sometimes collectively referred to as the “Land”);

**WHEREAS**, Foundation desires to lease portions of the Land described on Exhibit “B” for the purpose of renovating and expanding the Building and making related improvements, all at Foundation’s expense and in accordance with design standards established by the Board and/or University, and Board desires to grant Foundation such a lease and limited rights of use and access in order to facilitate construction of such improvements; and,

**WHEREAS**, the improvements to be constructed by Foundation pursuant to the terms of this Lease will be donated by Foundation to Board upon completion of construction and acceptance by Board in accordance with the terms of this Lease;

**NOW THEREFORE**, in consideration of the mutual covenants, conditions and agreements which follow, the parties hereby agree as follows:

#### **CERTAIN TERMS DEFINED**

“**Applicable Laws**,” refers to all laws, statutes, rules, regulations, ordinances, building codes, resolutions and orders of any Governmental Authority, including but not limited to applicable rules, regulations and architectural standards of University and Board, applicable to the parties and substantially affecting the ability of the parties to meet their obligations hereunder; provided, however, that this definition shall not be interpreted as waiving protections granted to any party against future laws impairing the obligations of contracts between the parties and/or any third parties.

“**Architect**,” refers to any architect or other design professional, including their permitted successors and assigns, engaged by Foundation to perform architectural or design services with respect to any phase of the design and/or construction renovation of the Improvements or any substitute or successor architect or other design professional engaged by Foundation.

“**Construction Contract**,” refers to one or more agreements for the construction of the Improvements entered into by and between the Foundation and the Contractor, including all amendments, modifications, exhibits, schedules, supplements and change orders to all such

agreements.

“**Contractor**,” refers to the contractor or contractors selected by Foundation to construct the Improvements and their permitted successors and assigns.

“**Effective Date**,” refers to January 1, 2018, or the date upon which all of the following have occurred, whichever is later: (a) this Lease is executed and delivered by the parties hereto; (b) all necessary approvals of this Lease, as required by Applicable Laws, are obtained; and, (c) the final Plans and Specifications have been approved and a Notice to Proceed has been authorized and issued in accordance with the terms of this Lease, including but not limited to Section 4.1B.

“**Force Majeure**,” refers to any (a) act of God, lightning, hurricane, tornado, and other extraordinarily adverse and inclement weather, fire, explosion, flood, act of a public enemy, war, insurrection, riot or civil disturbance; (b) labor dispute, strike, work slow down or work stopped; and, (c) any other similar cause or similar event beyond the reasonable control of the Foundation.

“**Governmental Authorities**,” refers to any and all jurisdictions, entities, courts, boards, agencies, commissions, offices, divisions, subdivisions, departments, bodies or authorities of any nature whatsoever of any governmental unit (federal, state, county, parish, district, municipality, city or otherwise) whether now or hereafter in existence.

“**Improvements**,” refers to the improvements and related work to be made by Foundation in accordance with the Plans and Specifications and the terms of this Lease, said improvements including, but not limited to, the following: provide parking (approximately 40 spaces) and related hardscape and softscape; provide a dining facility and support kitchen for approximately 200 student athletes; provide a new entrance lobby and Hall of Fame focused both on recruiting path and family/fan experience; develop space for a defensive walk-through sequence; renovate sports medicine areas; provide new student athlete recovery as it relates to the player areas on level 1; re-design and renovate offices, war room, Head Coach’s suite, and recruitment areas; and perform related improvements.

“**LSU**” refers to the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College, including the campus of the Board at which the Work is to be performed.

“**LSU Representative**”, refers to the President of LSU or the Executive Vice President for Finance and Administration and CFO of LSU acting as the President’s designee. With respect to matters involving construction and design, including, without limitation, approvals of Plans and Specifications, Construction Contracts, Change Orders, Notices to Proceed, Punch Lists, and Substantial Completion, the term LSU Representative shall refer to the LSU Associate Vice President for Facilities and Property Oversight.

“**LSU Rules and Regulations**” refers to all current and future rules, regulations, procedures and directives promulgated by or pursuant to authority granted to LSU.

“**LSU Construction Monitor**,” one or more persons designated and authorized from time to time by the Associate Vice President for Facilities and Property Oversight to monitor

Foundation's construction progress during the construction phase of the Improvements or any other Work who shall be either a licensed architect or a licensed engineer. The initial LSU Construction Monitor shall be LSU's Director of Planning, Design and Construction.

**"Payment and Performance Bonds,"** refers to payment and performance bonds required in connection with performance of the Work and described in Section 4D of this Lease.

**"Plans and Specifications,"** refers to one or more sets of final plans and specifications, including any amendments thereto, for design of the Improvements, materials selection and method of construction for the construction of the Improvements and for all Work related thereto, which have been approved, in writing, by the LSU Representative.

**"Punch List,"** refers to a list prepared by the Architect and approved by the LSU Construction Monitor and the LSU Representative, which sets forth those items of Work to be completed following Substantial Completion, prior to final acceptance.

**"Substantial Completion,"** refers to the date or dates on which (a) the Architect has certified to Foundation that the Work (or, if approved by the LSU Construction Monitor and the LSU Representative, any portion of the Work) has been completed substantially in accordance with the Plans and Specifications, subject to customary punch list items remaining to be completed, (b) the LSU Construction Monitor and the LSU Representative have given written approval of the Architect's certificate, which approval shall not be unreasonably delayed, withheld or conditioned, and (c) governmental certificates and approvals required to allow beneficial use and occupancy of the Improvements by the University have been obtained, including, but not limited to, a Certificate of Occupancy (whether temporary or final if applicable) and State Fire Marshal approval.

**"Work,"** refers to all work and activities required to be undertaken by Foundation in order to design and construct the Improvements including, without limitation, the transportation and storage of materials, the securing of work sites and staging areas, the design, planning and construction of Facilities and all necessary utility placements, relocations, tie-ins and upgrades.

## 1.

### AGREEMENT TO LEASE

For and in consideration of One Hundred (\$100) Dollars and other good and valuable consideration, Board hereby leases those portions of the Land described on Exhibit "B" to Foundation, and hereby grants to Foundation such rights of use and access as are necessary for Foundation to perform the Work. Unless otherwise agreed to in writing by Foundation and Board, this Lease, including all rights of use and access for construction purposes, shall terminate upon the earlier of; (a) termination of this Lease in accordance with the provisions

hereof; (b) donation of the Improvements to Board as provided for herein; or (c) June 1, 2019.

2.

**AGREEMENT TO CONSTRUCT AND DONATE IMPROVEMENTS**

Foundation agrees to construct the Improvements in accordance with the Plans and Specifications and to donate the Improvements to Board after completion of the Work. It is estimated that the total cost to design and construct the Improvements (excluding FF&E), will not exceed Twenty – Three Million and 00/100 Dollars (\$23,000,000.00), all of which cost and expense shall be paid by Foundation from accumulated funds or private contributions. The amount estimated for costs and expense may be increased with the written consent of Foundation and the LSU Representative, subject to the requirements of Subsections 4.1.A and 4.1.J hereof.

3.

**USE OF PREMISES**

Foundation may use the Land only for construction of the Improvements. Foundation shall not use the Land for the sale, distribution, storage, transportation or handling of petroleum or other similar synthetic products. Foundation shall not make any use of the Land in violation of any Applicable Laws, and shall not permit any contamination or pollution on or about the Land or increase the fire or insurance hazard by any use thereof. Before beginning any Work on the Land, Foundation shall obtain any permits required by the State of Louisiana, the Parish of East Baton Rouge and the United States of America or any of their subdivisions or departments. Foundation shall not install or otherwise place storage tanks in or on the Land without the LSU Representative's prior written consent which, in addition to any other conditions required by the LSU Representative, shall be subject to the condition that any such tanks shall be located on a concrete slab and shall be surrounded by a retaining wall that will retain the products stored in the tanks in the event of any spill, discharge, leak, overflow, or other release.

**4.****CONSTRUCTION**

4.1 At its sole cost and expense, Foundation shall construct the Improvements in a good and workmanlike manner, in accordance with the following provisions:

A. Plans and Specifications/Change Orders

At least thirty (30) days prior to commencement of any construction, proposed final plans and specifications approved by the LSU Construction Monitor shall be delivered to the LSU Representative for his review. The LSU Representative shall approve or disapprove such proposed final plans and specifications in writing within thirty (30) days of receipt thereof. Any request for change orders to the Plans and Specifications or to the Construction Contract shall be made to the LSU Representative, who shall approve or disapprove such request in writing within ten (10) working days of having received such request from the Foundation. Any change in work and materials relating to construction of the Improvements which either (1) materially alters the exterior appearance of the Improvements, or (2) materially alters the quality of materials or the interior appearance of any buildings forming part of the Improvements and costs more than Two Hundred Fifty Thousand and 00/100 Dollars (\$250,000.00), is subject to the prior review and approval of the LSU Representative, which approval shall not be unreasonably withheld, delayed or conditioned. Foundation shall notify the LSU Representative in writing of any such proposed changes in work or materials, and provide to the LSU Representative copies of the proposed changes, and the LSU Representative shall either approve or disapprove any such changes within seven (7) Business Days after receipt of such notice from Foundation. If the LSU Representative fails to respond within such seven (7) day period, it shall be deemed that LSU approves such changes. Notification to the LSU Representative shall include copies of proposed change orders approved by the Contractor, the Architect, the Foundation and the LSU Construction Monitor, and shall further include sufficient information for the LSU Representative to make a determination whether to approve or disapprove such changes in the Work or materials. Complete copies of all final change orders shall be provided to the LSU Representative no later than the commencement of the Work represented by the change order, even if LSU Representative approval is not required. Changes in work or materials relating to construction of the Improvements not required to be submitted to the LSU

Representative by this section shall be submitted in writing (unless written submission is waived by the LSU Construction Monitor) to and received by the LSU Construction Monitor who shall either approve or disapprove any such changes within two (2) Business Days after receipt of such request and copies of the proposed changes from Foundation. If the LSU Construction Monitor fails to respond within such two (2) Business Day period, it shall be deemed that he approves such changes.

No change order to the Construction Contract which materially and substantially deviates from the Construction Contract as originally approved shall be implemented without the prior written consent of the LSU Representative.

B. Commencement and Completion of Work

Unless delayed by Force Majeure, at its own expense, Foundation agrees to: (1) commence the Work on or before January 21, 2018, or within thirty (30) days after the LSU Representative has given written approval to the notice to proceed, whichever is later; and (2) make best reasonable efforts to achieve Substantial Completion of all Work on or before April 1, 2019, but in any event to complete all Work on or before June 30, 2019. No work shall commence until the LSU Representative has given written consent to the notice to proceed and written approval to the final proposed plans and specifications. The commencement and completion dates set forth herein may be extended by a written request issued by the Foundation and approved in writing by the LSU Representative.

C. Construction Contract

The Work shall be performed on behalf of Foundation pursuant to the terms of the Construction Contract. Foundation shall not enter into a proposed Construction Contract without the prior written approval of the LSU Representative. The LSU Representative shall approve or disapprove the proposed final contract within ten (10) days of receipt from Foundation. Where appropriate, the Construction Contract and Payment and Performance Bonds shall be recorded

properly with the Clerk of Court of East Baton Rouge Parish prior to commencement of the Work. Foundation shall include a liquidated damages clause acceptable to the LSU Representative in the proposed Construction Contract. Board and Foundation hereby acknowledge the following, and, to the extent practically and legally possible, the Construction Contract and all subcontracts entered into by the Contractor shall acknowledge expressly that they have been informed of the following:

(i) The Work will be performed solely and exclusively for Foundation.

(ii) Foundation is a separate legal entity from University and Board. It is not acting as agent for University or Board, and Foundation has no authority to obligate University or Board to any extent whatsoever.

(iii) Neither Board nor the State of Louisiana shall be liable, directly or indirectly, for the payment of any sums whatsoever or for the performance of any other obligation whatsoever arising out of the Work performed pursuant to this Lease.

(iv) Foundation has no ownership interest in the Land on which the Work will be performed. Any improvements placed on the Land shall become property of Board upon completion of the Work. The Work shall not give rise to any rights against the Land or Board.

(v) It is understood and agreed that the Board, its members, employees and agents including but not limited to the LSU Representative and the LSU Construction Monitor, shall owe no legal duty to or assume any liability or responsibility to any party as a result of or in connection with any consent, approval or review given or undertaken in connection with

the Work. No party shall infer, based on any consent, approval or review given or undertaken by the Board, its members, employees and agents including but not limited to the LSU Representative and the LSU Construction Monitor, agreement with or endorsement of the particular matter at issue; rather, such consent, approval or review shall only be deemed to indicate “no objection” to the particular matter at issue.

D. Payment and Performance Bonds

Foundation shall require that the Contractor provide a performance and labor and materials payment bond(s) with a corporate surety authorized to do business in the State of Louisiana. Said bond(s) shall be for the greater of the full amount of the Contract Sum or the Guaranteed Maximum Price as defined and established in the Construction Contract. Both Foundation and Board shall be obligees under the bond(s).

E. Rights Concerning the Land During Construction

To the extent necessary, Foundation and the Contractor shall have the right to occupy and use the Land, with reasonable ingress to and egress from the Land, during the term of this Lease and, with the prior written consent of the LSU Construction Monitor, shall fence or block off that area of the Land necessary to perform the Work in a safe and secure manner. Except for unknown or unforeseen and unforeseeable defects, Foundation assumes all responsibility for the condition of the Land during the term of this Lease. Foundation and the Contractor shall maintain Land and any improvement or construction thereon in a reasonably prudent manner at all times until the Work is accepted by the LSU Representative and donated to the Board. Board shall not be responsible for any maintenance or repairs to the Land or the Work during the term of this Lease. The LSU Construction Monitor and the LSU Representative and any other individuals authorized by the LSU Representative shall at all times have access to the Land and



the exercise of all rights as owner except as otherwise provided herein, even those not specifically acknowledged herein. Foundation accepts the Land for the purposes herein outlined without any warranty of title or recourse whatsoever against Board.

F. Access over Adjoining Property during Construction

Board hereby grants to Foundation a servitude of access over and across such other property owned by Board only in so far as such is reasonably necessary in order for the Foundation to fulfill its obligations hereunder, provided, however, that (1) such access routes are approved in writing by the LSU Construction Monitor; and (2) Foundation shall not unreasonably interfere with Board's (or Board's lessee's) use of such other property.

G. LSU Rules and Regulations; Access During Construction

Foundation agrees that it will comply with all Board and University regulations, policies and mandates with regard to all contractors and personnel entering the Land for purposes of construction, which rules and regulations will be addressed at the pre-construction conference, and that it will secure, at its own expense, all necessary permits and licenses from all regulatory agencies or bodies. Foundation shall make these same requirements of the Contractor. At all times during construction, the LSU Construction Monitor, the LSU Representative and any individuals authorized by the LSU Representative shall have the right but not the obligation to enter the Land and review the Work to determine that it is being performed in compliance with the Plans and Specifications and in a good and workmanlike manner.

H. Signage

Before erecting or placing any sign upon the Land or the Improvements, Foundation shall submit the design specifications of such sign to the LSU Construction Monitor for approval. Foundation may only erect or place signage hereunder if it has obtained the prior written approval of the University Construction Monitor.

I. Acceptance of Construction

Foundation and Board agree to work together to identify and facilitate completion of all warranty and punch list items within the first year following acceptance of the Work. Foundation will not accept any portion of the Work without the written approval of the LSU Representative. Board reserves the right to refuse to approve the acceptance of the Work unless monies equal to the value of the punch list deficiencies are withheld by the Foundation and designated for payment to the Contractor only upon completion of the punch list items. Upon donation of the Work, by Foundation to Board, Foundation hereby agrees that, to the extent allowed by law, Foundation will assign or transfer to Board its right to enforce actions against the Contractor and/or the Architect arising out of the Work; provided, however, Foundation shall continue to be obligated to complete the Punch List items. Final payment shall not be made to the Contractor until the LSU Representative agrees in writing that the Punch List items have been completed.

J. Funds for Construction

At the LSU Representative's request, prior to the commencement of the Work, Foundation shall satisfy the LSU Representative that the total amount of money needed to complete the Work, has been collected or acquired by the Foundation and is dedicated to that use. At the LSU Representative's sole option, Foundation may be required to provide a letter of credit, a performance bond, or a dedicated escrow account to guarantee its performance.

K. On Site Construction Inspector

If in the LSU Representative's sole discretion it becomes necessary, Foundation at Foundation's expense shall hire an on-site construction inspector or clerk of the works for full time supervision of the Work.

L. Inspection and Survey

Foundation shall inspect the Land, and arrange for any necessary boundary surveys, topographical surveys, soil borings and other site investigations at its expense. Foundation accepts the Land in its present condition.

M. No Liens; Release of Recorded Liens

Foundation shall not suffer or permit any liens to be enforced against the Land or Board by reason of a failure to pay for any work, labor, services or materials supplied or claimed to have been supplied to Foundation or to anyone through or under the Foundation. If any such liens shall be recorded against the Land, Foundation shall cause the same to be released of record, or in the alternative, if the Foundation in good faith desires to contest the same, Foundation shall be privileged to do so, but in such case, Foundation shall promptly deposit with the Recorder of Mortgages of East Baton Rouge Parish a bond guaranteeing payment of any such liens and hereby agrees to indemnify, defend with an attorney of the LSU Representative's choice, and save Board harmless from all liability for damages occasioned thereby and shall, in the event of a judgment of foreclosure on said lien, cause the same to be discharged and released prior to the execution of such judgment.

5.

**INSURANCE**

5.1 Unless otherwise approved in writing by the LSU Representative, during the Work and prior to the donation of the Improvements to Board, Foundation shall maintain or require the Contractor to maintain the following:

A. Builder's Risk Insurance

Contractor shall provide an "All Risk" builder's risk insurance policy, including but not limited to fire and extended coverage insurance, vandalism and malicious mischief, for

not less than one hundred (100%) percent of the full replacement value of the Work or property destroyed to protect against any damage or loss during the Work and until final donation of the Improvements to Board and acceptance thereof. This policy shall be taken out prior to commencement of construction and discontinued upon final acceptance by Board of the donation. It shall run in favor of Contractor, Foundation and Board, as their interests may appear. The coverage shall include the Architect's fee for work required and reconstruction following a loss during construction. Written evidence of such insurance shall be provided to the LSU Representative prior to commencement of the Work.

B. General Liability and Property Damage Insurance

Foundation and its contractors, before commencing any construction, shall procure such comprehensive liability and property damage insurance, including insurance for the operation of motor vehicles, which will cover Foundation's, Board's and the Architect's legal liability arising out of the construction performed by Foundation or any of its contractors or subcontractors and by anyone directly or indirectly employed by either of them, for claims for damages for personal injury, including accidental death, as well as claims for property damage, including but not limited to damage to surrounding buildings, which may arise from operations for the construction of the Work, with minimum limits of liability of Two Million (\$2,000,000.00) dollars per occurrence and Five Million (\$5,000,000.00) dollars general aggregate. Foundation shall also require its contractors and subcontractors to have in full force and effect a policy of workmen's compensation and employer's liability insurance before proceeding with the construction under this Lease. Written evidence of such insurance shall be provided to the LSU Representative prior to commencement of the Work.

C. Architect's Design, Errors and Omissions

Upon execution of this Lease, Foundation shall provide the LSU Representative

with evidence that the Architect has procured architect's design, errors and omissions insurance coverage for the Work in an amount acceptable to the LSU Representative, and Board shall be named as an additional insured on said policy.

5.2 Unless otherwise approved by the LSU Representative in writing, the following requirements shall be applicable to insurance policies and coverages required pursuant to the terms of this Lease:

A. Required Insurance Shall Be Primary

All insurance required hereby shall be primary as respects Board, its members, officers, employees and authorized agents. Any insurance or self-insurance maintained by the Louisiana Office of Risk Management and Board shall be excess and noncontributory of Foundation or any Contractors' insurance.

B. Failure to Comply With Reporting Requirements

Any failure of the Foundation or Contractor to comply with reporting requirements of a policy required hereby shall not affect coverage provided to Board, its members, officers, employees and authorized agents.

C. Application of Multiple Policies

The Foundation's and/or Contractor's insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the policy limits.

D. No Release

Neither the acceptance of the completed Work nor the payment therefor shall release the Foundation or Contractor or insurer from applicable obligations of the insurance requirements or indemnification requirements set forth herein.

E. No Recourse

The insurance companies issuing the required policies shall have no recourse against Board for payment of premiums or for assessments under any form of the policies.

F. Excess Insurance

Excess umbrella insurance may be used to meet the minimum requirements for the general liability and automobile liability only.

G. Deductibles and SIR's

The Foundation and/or Contractor shall be responsible for all deductibles and self-insured retentions.

H. No Special Limitations

The coverage required hereunder shall contain no special limitations (e.g. limitations beyond those that are normal and customary based on the policy, coverage and activity insured) on the scope of protection afforded to Board, its members, officers, employees and authorized agents.

I. Licensed Louisiana Insurers

All insurance shall be obtained through insurance companies duly licensed and authorized to do business in the State of Louisiana, which, to the extent available on commercially reasonable terms, bear a rating of A+:XV in the latest A. M. Best Co. ratings guide. If at any time an insurer issuing a policy hereunder does not meet the minimum A. M. Best Co. ratings, and such requirement has not been waived in writing by the LSU Representative, the Foundation and/or Contractor shall obtain a policy with an insurer that meets the A. M. Best Co., rating required and shall submit another Certificate of Insurance as required hereunder.

J. Occurrence Based Policies

All insurance required hereunder, with the exception of Architect's Design Errors and Omissions policies, shall be occurrence coverage. Except as specifically permitted herein, claims-made policies are not allowed.

K. Verification of Coverage

The Foundation shall furnish the LSU Representative with Certificates of Insurance reflecting proof of coverage required hereunder. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates are to be received and approved by the LSU Representative before Work commences and upon any contract renewal thereafter. The LSU Representative reserves the right to request complete certified copies of all required insurance policies at any time. Said certificates and policies shall to the extent allowed by law provide at least a twenty (20) day written notification to the LSU Representative prior to the cancellation thereof. Upon failure of the Foundation to furnish, deliver and maintain such insurance as provided herein, and expiration of any applicable cure period, then Board may, but shall not shall be obligated to, obtain said insurance on behalf of the Foundation at the Foundation's commercially reasonable cost and expense. Failure of the Foundation to purchase and/or maintain, either itself or through its contractor(s), any required insurance, shall not relieve the Foundation from any liability or indemnification hereunder.

L. Additional Insureds

The Foundation, Board and its members, officers, employees and authorized agents shall each be named as additional insureds on all policies required hereby.

M. Additional Insurance

The LSU Representative may review Foundation's required insurance as stated herein at the time of renewal of the policies or at the time of a material change, and the LSU Representative reserves the right to require reasonable additional limits or coverages to the extent available at commercially reasonable rates. Foundation agrees to comply with any such reasonable request by the LSU Representative or to allow reasonable changes or reductions in coverages.

N. Blanket Policies

If any blanket general insurance policy of Foundation complies with the requirements of this Lease, such insurance shall fulfill the requirements set forth herein.

O. Limitation on Liability

The insurance and other provisions of this Lease do not waive or abrogate, are not intended to waive or abrogate, and shall not be interpreted to waive or abrogate the limitation on liability established under La. R.S. 13:5106 for Board.

**6.**

**DONATION OF IMPROVEMENTS AND TITLE TO IMPROVEMENTS**

6.1 Foundation agrees to donate the Improvements to Board after (a) final acceptance of all Work by Foundation and written approval by the LSU Representative of said final acceptance, and (b) the delivery to the LSU Representative of either (i) a clear lien certificate as to the Work, which certificate has been obtained from the proper parish clerk's office or (ii) evidence that any liens against the Improvements have been adequately bonded. Unless otherwise agreed to in writing by the LSU Representative and Foundation, the Work shall not be donated to Board until the events in both (a) and (b) of this paragraph have occurred; however, for good cause as determined by the LSU Representative in his sole discretion, the Work may be



donated to Board following Substantial Completion subject to Foundation's obligation to satisfactorily complete any outstanding punch list items and satisfy any outstanding liens and payment obligations relating to the Work. If the Architect for the Work recommends final acceptance of the Work by Foundation, the LSU Representative shall not unreasonably refuse to approve final acceptance by Foundation. Unless otherwise agreed to in writing by the LSU Representative and Foundation, use and/or occupancy of the Improvements shall be prohibited until the Improvements have been donated by Foundation to Board.

6.2 Upon fulfillment of the conditions set forth in paragraph 6.1 (a) and 6.1 (b) hereof, the Improvements shall be donated to and title and ownership to said Improvements shall be transferred to and shall become owned by Board. Said donation shall occur concurrently with final fulfillment of the conditions set forth in paragraph 6.1 (a) and 6.1 (b), and, upon said donation, Foundation shall have no further responsibilities, obligations or liabilities with regard to the completed Improvements, Land or the Work except as otherwise specifically set forth herein. Foundation shall bear the risk of loss with respect to the Improvements until acceptance of the donation by the LSU Representative; provided, however, Foundation's risk shall be limited to available insurance proceeds. Furthermore, prior to such donation, Foundation shall obtain guarantees and warranties from the contractor or contractors and suppliers of equipment, which guarantees and warranties shall be assigned to and shall run in favor of Board upon the donation of the Improvements, provided, however, Foundation itself shall make no warranty as to the condition of the Work. To the extent that such terms are available on commercially reasonable terms, guarantees and warranties for the construction and completion of the Improvements shall run from the later of (1) the fulfillment of the conditions set forth in paragraph 6.1 or (2) the full execution of the donation of the Improvements from the Foundation to Board or (3) occupancy for the purposes set forth herein (the "Warranty Commencement

Date”), which warranties shall include but not be limited to the following items and periods if available:

- (a) For ten (10) years following the Warranty Commencement Date, all defects in materials and workmanship;
- (b) For ten (10) years following the Warranty Commencement Date, all plumbing, electrical, heating, cooling and ventilating systems; and
- (c) For the length of manufacturers’ warranties, all appliances and equipment.

6.3 Upon fulfillment of the conditions set forth in Paragraph 6.1 hereof the parties agree to execute any and all documents necessary to effectuate the donation and the acceptance thereof on behalf of Board. The parties will record the donation and acceptance in the records of the parish in which Land is located.

6.4 Notwithstanding anything contained in this Lease, at all times Board shall have the absolute right to terminate this Lease on thirty (30) days’ written notice to Foundation. Upon such termination either Board shall take title to the Improvements, or Board, at its option, may require Foundation to transfer all of its right, title and interest in this Lease, in any funds (subject to applicable donor restrictions and the terms of any valid and perfected liens, pledges and security interests) dedicated to complete the construction of the Improvements, and in the Improvements already constructed, to another non-profit corporation or entity which meets the requirements of La. R.S. 17:3390, which is acceptable to Board, and which accepts the obligations of the Foundation hereunder.

## 7.

### **INDEMNIFICATION**

7.1 Foundation, for itself and for its successors, assigns, agents, contractors, employees, invitees, customers and licensees, agrees to indemnify, defend and to hold Board harmless against any loss for damages or injuries that may be suffered by Board or by any

person, including but not limited to Foundation's agents, contractors, employees, invitees and licensees, to the extent such loss arises out of or is related to the Work, except with respect to acts or omissions by Board's members, officers and employees unless said members, officers and employees are acting at the direction or request of the Foundation, and Foundation agrees to defend Board with an attorney of Board's choice in any legal action against it and pay in full and satisfy any claims, demands or judgments made or rendered against Board, and to reimburse Board for any legal expenses, including attorney's fees and court costs, which may be incurred by it in defense of any claim or legal action arising thereunder, but Foundation's costs and expenses incurred in fulfilling this indemnity and defense shall, to the extent allowed by Applicable Laws, be limited to insurance proceeds which are available for this purpose.

7.2 To the extent allowed by Applicable Laws, Board, agrees to indemnify, defend and hold Foundation harmless against any loss for damages or injuries that may be suffered by Foundation or by any person including but not limited to Board's agents, contractors, employees, invitees, and licensees, except if any of such persons are acting at the direction or request of the Foundation, to the extent that such loss, damage or injuries arise out of or are related to the fault or negligence of Board, its members, employees, or officers, and Board agrees to defend Foundation in any legal actions against it and, to the extent allowed by law, pay in full and satisfy any claims, demands or judgments made or rendered against Foundation, and to reimburse Foundation for any legal expenses, including attorneys fees and court costs, which may be incurred by it in defense of any claim or legal action arising thereunder; provided, however, that Board's costs and expenses incurred in fulfilling this indemnity and defense shall be limited to proceeds from the Office of Risk Management which are available for this purpose.

**8.****TERMINATION**

This Lease shall terminate upon donation of the Improvements to Board and acceptance by Board of said donation as set forth in paragraph 6.1(a), 6.1(b) and 6.2 hereof, or at the latest on June 30, 2019. This Lease may be extended by written consent of both parties, which consent may be granted by the LSU Representative.

**9.****NOTICES**

All notices, demands and correspondence made necessary by the provisions of this Lease shall be deemed to be properly given, served and addressed, if and when sent by certified mail, return receipt requested, directed as follows:

Board: Board of Supervisors of  
Louisiana State University and  
Agricultural and Mechanical College  
Attention: F. King Alexander  
President of LSU  
3810 West Lakeshore Drive  
Baton Rouge, LA 70808

Foundation: Tiger Athletic Foundation  
Attention: Richard B. Perry, President and CEO  
Pete Maravich Assembly Center  
North Stadium Drive  
P.O. Box 711  
Baton Rouge, LA 70821

**10.****FOUNDATION DEFAULT**

10.1 Board may declare Foundation in default upon one or more of the following events:

A. Failure to Timely Commence or Complete.

Failure of Foundation to commence and/or complete the Work as set forth in this Lease, within the time frame allowed, unless such time period has been mutually extended in writing by the LSU Representative and Foundation unless such failure was caused by a Force Majeure, and which failure has continued for a period of thirty (30) days after receipt of written notice from the LSU Representative specifying such failure and requesting that it be remedied; or

B. Deviation From Approved Plans and Specifications.

A substantial deviation, unauthorized in writing by the LSU Representative, from the plans and specifications for the Work approved by the LSU Representative, which deviation has continued for a period of thirty (30) days after receipt of written notice from the LSU Representative specifying such failure and requesting that it be remedied; or

C. Breach of Lease Covenants.

Failure of Foundation to observe or perform any other covenant, condition or obligation upon its part to be observed or performed under this Lease for a period of thirty (30) days after receipt of written notice specifying such failure and requesting that it be remedied; or

D. Taking of Improvements.

The taking by execution of the Improvements for the benefit of any person or entity other than Board; or

E. Involuntary Bankruptcy.

A court having jurisdiction shall enter an order for relief in any involuntary case commenced against Foundation, as debtor, under the Federal Bankruptcy Code, as now or hereafter constituted, or the entry of a decree or order by a court having jurisdiction in the premises appointing a custodian, receiver, liquidator, assignee, trustee, sequestration, or other

similar official of or for Foundation or any substantial part of the properties of Foundation or ordering the winding up or liquidation of the affairs of Foundation, and the continuance of any such decree or order unstayed and in effect for a period of 90 consecutive days; or

F. Voluntary Bankruptcy.

The commencement by Foundation of a voluntary case under the Federal Bankruptcy Code, as now or hereafter constituted, or the consent or acquiescence by Foundation to the commencement of a case under such Code or to the appointment of or taking possession by a custodian, receiver, liquidator, assignee, trustee, sequestration, or other similar official of or for Foundation or any substantial part of the properties of the Foundation; or

G. Abandonment of Project.

Foundation, after commencement of construction but prior to substantially completing construction of the Improvements, abandons (with no intent to continue) construction for a period of ninety (90) consecutive days, excluding delays caused by Force Majeure.

10.2 Whenever any event of default referred to in this section shall have occurred and be continuing and Foundation refuses or fails to take the reasonable and necessary remedial action to cure such default in the time period specified therefor, in addition to any other remedies herein or by law provided, Board shall have the right, without any further demand or notice, to declare this Lease terminated. In the event of the termination of this Lease, Foundation expressly waives any notice to vacate. Furthermore, in the event of the termination of this Lease during the Work, Board shall be the owner of all improvements made on or to the Land, provided, however, at Board's sole option and direction, in the event of the termination of this Lease during the Work, Foundation shall transfer any Improvements constructed pursuant to the Lease, its rights and obligations under this Lease and any funds (subject to applicable donor

restrictions and the terms of any valid and perfected liens, pledges and security interests) Foundation has dedicated to complete the construction of the Improvements to another non-profit corporation or entity which meets the requirements of La. R.S. 17:3390 and which is acceptable to Board.

**11.**

**BOARD DEFAULT**

Foundation may declare Board in default upon the failure of Board to observe or perform any covenant, condition or agreement upon its part to be observed or performed under this Lease for a period of thirty (30) days after receipt of written notice specifying such failure and requesting that it be remedied. If the default be continuing and Board has not taken any action reasonably anticipated to cure such default, in addition to any other remedies herein or by law provided, Foundation shall have the right, without any further demand or notice to declare this Lease terminated and shall have no further obligation to perform any of the obligations of Foundation under this Lease.

**12.**

**MISCELLANEOUS**

12.1 Relationship of Parties.

Nothing contained herein shall be deemed or construed by the parties hereto, or by any third party, as creating the relationship of principal and agent, partners, joint venturers, or any other similar such relationship, between the parties hereto.

12.2 Attorneys Fees.

The prevailing party to the extent allowed by law shall be entitled to receive reimbursement for its reasonable attorneys' fees and costs of suit.

12.3 Louisiana Law to Apply.

This Lease shall be construed under and in accordance with the laws of the State of Louisiana, and all obligations of the parties created hereunder are performable in East Baton Rouge Parish, Louisiana.

12.4 Nonwaiver.

No waiver by Board or Foundation of a breach of any of the covenants, conditions, or restrictions of this Lease shall constitute a waiver of any subsequent breach of any of the covenants, conditions, or restrictions of this Lease. The failure of Board or Foundation to insist in any one or more cases upon the strict performance of any of the covenants of the Lease, or to exercise any option herein contained, shall not be construed as a waiver or relinquishment for the future of such covenant or option. No waiver, change, modification or discharge by Board or Foundation of any provision of this Lease shall be deemed to have been made or shall be effective unless expressed in writing and signed by the parties hereto.

12.5 Severability.

If any clause or provision of this Lease is illegal, invalid or unenforceable under present or future laws effective during the term of this Lease, then and in that event, it is the intention of the parties hereto that the remainder of this Lease shall not be affected thereby.

12.6 Authorization.

By execution of this Lease, Foundation and Board each represent to the other that they are entities validly existing, duly constituted and in good standing under the laws of the jurisdiction in which they were formed and in which they presently conduct business; that all acts necessary to permit them to enter into and be bound by this Lease have been taken and performed; and that the persons signing this Lease on their behalf have due authorization to do



so.

12.7 Use of Name, Logos or Marks.

Neither party shall make use of the other party's name, logo or marks without its prior written consent.

12.8 Amendment.

No amendment, modification, or alteration of the terms of this Lease shall be binding unless made in writing, dated on or subsequent to the date hereof and duly executed by the parties hereto.

12.9 Assignment and Mortgage.

Foundation shall not assign this Lease or any part hereof without the prior written consent of the LSU Representative, and any attempt of assignment without the prior written consent of the LSU Representative shall be null and void as to Board. Furthermore, Foundation may not mortgage or encumber its rights in or arising out of this Lease or any rights it has or might have in the Land, the Improvements or the Work without the prior written consent of the LSU Representative, and any attempt to mortgage or encumber without the prior written consent of the LSU Representative shall be null and void as to Board.

12.10 Books, Records and Audit.

The books, accounts and records of Foundation which pertain directly to the Work and construction of the Improvements shall be maintained at the principal office of Foundation. Board may at its option and at its own expense during customary business hours, conduct internal audits of the books, bank accounts, records and accounts of Foundation and its contractor(s) to the extent necessary to verify compliance with this Lease or insofar as said books, bank accounts, records and accounts directly relate to Foundation's performance of its

obligations under this Lease. Audits may be made on either a continuous or periodic basis or both and may be conducted by employees of Board, by independent auditors retained by Board to conduct such audit, or by the Louisiana Legislative Auditor, but any and all such audits shall be conducted without materially or unreasonably or unnecessarily interrupting or interfering with the normal conduct of business affairs of the Foundation.

12.11 Successors and Assigns.

All of the covenants, agreements, terms and conditions to be observed and performed by the parties hereto shall be applicable to and binding upon their respective successors and assigns including any successor by merger or consolidation of University or Board into another educational institution or governing body.

12.12 Notice of Lease.

Foundation agrees not to record this Lease. At the Foundation's request, the parties will execute a Notice of Lease for recording in the records of East Baton Rouge Parish, and the cost of recording will be borne by Foundation.

12.13 LSU Representative.

In addition to any other individuals specifically authorized in writing by the President of LSU System to act as the LSU Representative, the LSU Associate Vice President for Facility and Property Oversight is hereby authorized to act as the LSU Representative. It is understood and agreed that the Board, its members, employees and agents including but not limited to the LSU Representative and the LSU Construction Monitor, shall owe no legal duty to or assume any liability or responsibility to any party as a result of or in connection with any consent, approval or review given or undertaken in connection with this Lease or the Work. No

party shall infer, based on any consent, approval or review given or undertaken by the Board, its members, employees and agents including but not limited to the LSU Representative and the LSU Construction Monitor, agreement with or endorsement of the particular matter at issue; rather, such consent, approval or review shall only be deemed to indicate “no objection” to the particular matter at issue.

12.14 Oversight By Division of Administration Office of Facility Planning and Control (“OFPC”). Design and construction of the Improvements is subject to oversight by OFPC in accordance with La. R. S. 17:3361 (A) (2), and such oversight includes, but is not limited to (a) the right to review and approve plans and specifications prior to commencement of construction and to require changes to conform to Applicable Laws, including space and quality standards, and (b) the right to conduct periodic inspections during construction to ensure that all work is being performed in compliance with the OFPC approved Plans and Specifications.

12.15 Entire Agreement.

This Lease, together with the exhibits attached hereto, contain the final and entire agreement between the parties hereto with respect to the Land and contain all of the terms and conditions agreed upon with respect to the Land, and no other agreements, oral or otherwise, regarding the subject matter of this Lease shall be deemed to exist or to bind the parties hereto; it being the intent of the parties that neither shall be bound by any term, condition, or representations not herein written.

**IN WITNESS WHEREOF**, the parties hereto have executed this Lease as of the dates indicated on the attached Acknowledgments.

WITNESSES:

**BOARD OF SUPERVISORS OF LOUISIANA  
STATE UNIVERSITY AND AGRICULTURAL  
AND MECHANICAL COLLEGE**

\_\_\_\_\_  
  
\_\_\_\_\_

By: \_\_\_\_\_  
F. King Alexander  
President of LSU

**TIGER ATHLETIC FOUNDATION**

\_\_\_\_\_  
  
\_\_\_\_\_

By: \_\_\_\_\_  
Richard B. Perry, President and CEO

**STATE OF LOUISIANA**

**PARISH OF EAST BATON ROUGE**

**ACKNOWLEDGMENT**

**BE IT KNOWN** that on this \_\_\_\_\_ day of \_\_\_\_\_, 2017, before me, the undersigned Notary Public, duly commissioned and qualified in and for the above Parish and State, and in the presence of the undersigned competent witnesses, personally came and appeared F. King Alexander, appearing herein in his capacity as President of LSU, and appearing on behalf of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College, a public constitutional corporation organized and existing under the laws of the State of Louisiana, who, being by me first duly sworn, declared and acknowledged to me, Notary, that he executed the above and foregoing instrument on behalf of said corporation with full authority of its Board of Supervisors and that said instrument is the free act and deed of said corporation and was executed for the uses, purposes and benefits therein expressed.

**IN TESTIMONY WHEREOF**, Appearer has executed this acknowledgment in the presence of the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
F. King Alexander  
President of LSU

\_\_\_\_\_  
NOTARY PUBLIC

**STATE OF LOUISIANA**

**PARISH OF EAST BATON ROUGE**

**ACKNOWLEDGMENT**

**BE IT KNOWN** that on this \_\_\_\_ day of \_\_\_\_\_, 2017, before me, the undersigned Notary Public, duly commissioned and qualified in and for the above Parish and State, and in the presence of the undersigned competent witnesses, personally came and appeared Richard B. Perry, appearing herein in his capacity as President and Chief Executive Officer of Tiger Athletic Foundation, a charitable organization, who, being by me and first duly sworn, declared and acknowledged to me, Notary, that he executed the above and foregoing instrument on behalf of said corporation with full authority of its Board of Directors and that said instrument is the free act and deed of said Foundation and was executed for the uses, purposes and benefits therein expressed.

**IN TESTIMONY WHEREOF**, Appearer has executed this acknowledgment in the presence of the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Richard B. Perry, President and CEO

\_\_\_\_\_  
NOTARY PUBLIC

**EXHIBIT "A"**  
**PROPERTY DESCRIPTION**

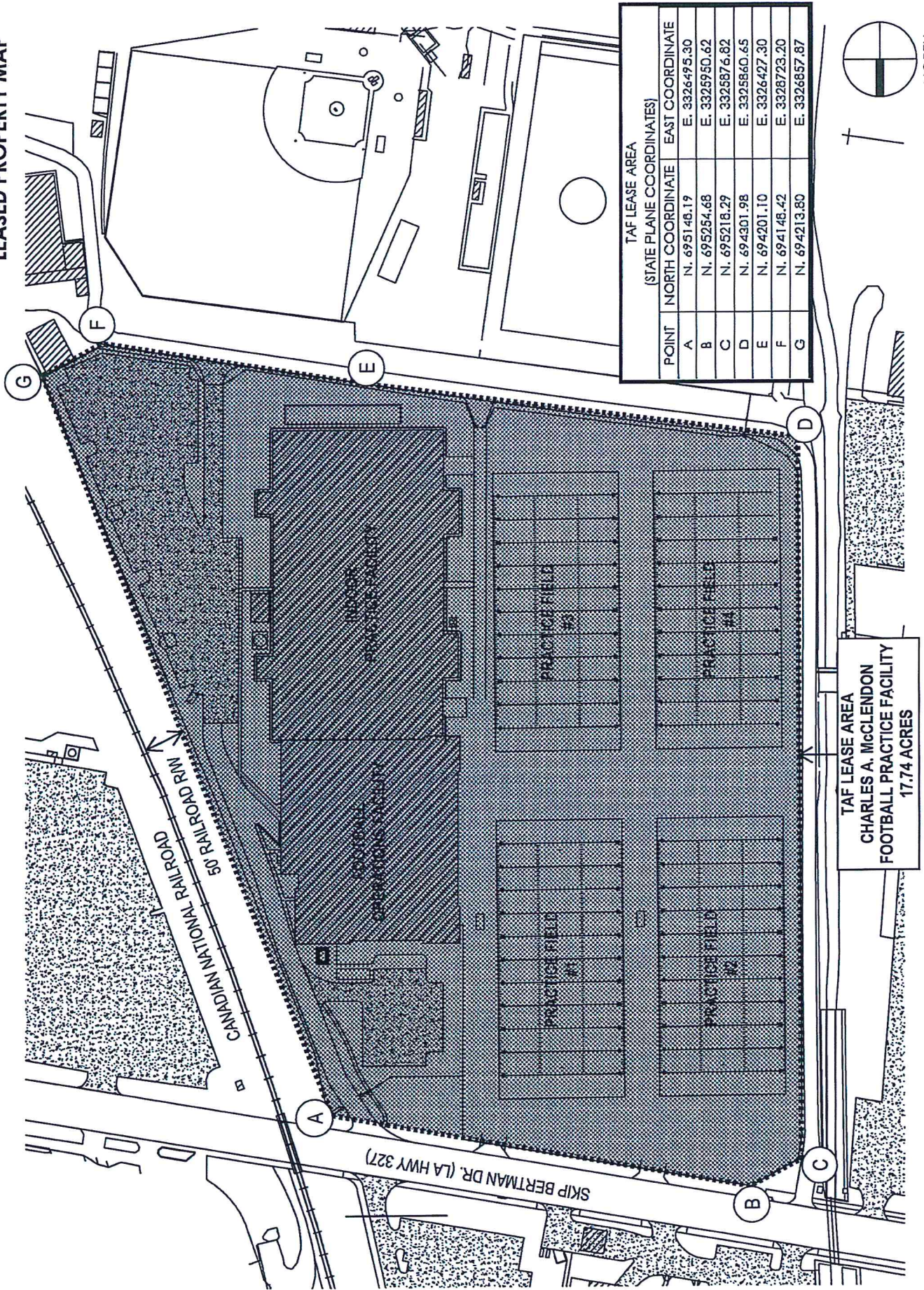
**EXHIBIT "A"**  
**PROPERTY DESCRIPTION**  
**LSU-Football Operations Building**  
**and Land**

That certain parcel of land located on the campus of Louisiana State University and Agricultural and Mechanical College in Section 5, Township 8 South, Range 1 West, Greensburg Land District, the Parish of East Baton Rouge, Louisiana, with all buildings, structures and improvements located thereon, being more particularly described as follows: Beginning at Point A; said point being the intersection of the south right-of way line of Skip Bertman Drive and the west right of way line for the Canadian National Railroad. Thence proceed in a westerly direction along the Skip Bertman Drive right of way line to Point B, then through the following State Plane Coordinate points to point G; thence proceed northerly along the west right of way line of the Canadian National Railroad to the point of beginning, Lease Area "A" contains 17.74 acres more or less.

<u>Point</u>	<u>North Coordinate</u>	<u>East Coordinate</u>
A	N695148.19	E3326495.30
B	N695254.68	E3325950.62
C	N695218.29	E3325879.82
D	N694301.98	E3325860.65
E	N694201.10	E3326427.30
F	N694148.42	E3326723.20
G	N694213.80	E3326857.87



EXHIBIT "A"  
LEASED PROPERTY MAP



POINT	TAF LEASE AREA (STATE PLANE COORDINATES)	
	NORTH COORDINATE	EAST COORDINATE
A	N. 695146.19	E. 3326495.30
B	N. 695254.68	E. 3325950.62
C	N. 695218.29	E. 3325876.82
D	N. 694301.98	E. 3325860.65
E	N. 694201.10	E. 3326427.30
F	N. 694146.42	E. 3328723.20
G	N. 694213.80	E. 3326857.87



TAF LEASE AREA  
CHARLES A. MCCLENDON  
FOOTBALL PRACTICE FACILITY  
17.74 ACRES





**Request from LSU Agricultural Center to Approve a  
Sale of Property at the  
Northeast Research Station, Tensas Parish  
St. Joseph, Louisiana**

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

Pursuant to Article VII, Section 9, A.2 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a "significant board matter":

A.2 Transfer of Title to Immovable Property: The transfer of title or ownership to any immovable property to or from the Board, whether by sale, assignment, donation, or other mechanism.

**1. Summary of Matter**

The Tensas Parish Police Jury is in the process of developing the Tensas Parish Port on property they own adjacent to LSU property at the NERS with funding from a USDA Grant. They wish to purchase approximately 61 acres of LSU property on the unprotected river side of the Mississippi River in order to construct the port and maximize its potential. The acquisition of the property will significantly enhance the Port's handling capacity and have positive impact to job growth and economic development in the area.

Due to the location of property on the unprotected side of levee it is subject to seasonal flooding which makes it unattractive for research and commodity production. The sale of the property will be beneficial to the AgCenter as it will eliminate the need for cleanup and upkeep of the area.

Senator Thompson introduced Senate Bill No. 125 at the 2017 Regular Session which authorizes and provides for the transfer of this property to Tensas Parish Police Jury. Furthermore it authorizes and empowers the President of Louisiana State University Agricultural and Mechanical College and the Commissioner of Administration to enter into such agreements necessary to effectuate the transfer. The Bill was enrolled in ACT No. 188 and signed by the Governor on 6/12/2017.

The AgCenter is further requesting the Board of Supervisors to authorize and empower the President to sign the necessary agreements regarding the Northeast Research Station property sale to Tensas Parish Police Jury.

**2. Review of Business Plan**

As stipulated in ACT No. 188 consideration for sale of property must be at least the appraised value of the property. Funds from the sale shall be made available by the Division of Administration to the LSU Agricultural Center for use in the Northeast Region for programs, capital improvements, and maintenance of existing facilities and infrastructure.

**3. Fiscal Impact**

The appraised value has been determined to be \$3400 per acre as reported in a certified appraisal completed April 12, 2017.

Anticipated revenue from sale is \$207,400.

#### 4. Description of Competitive Process

Competitive process is not required as the Tensas Parish Police Jury is a government entity of Louisiana and State Legislation approved sale in ACT No. 188.

#### 5. Review of Legal Documents

ACT No. 188 2017 Regular Session  
Tensas Parish Police Jury Resolution to purchase property  
2017 Appraisal Report  
Act of Sale

#### 6. Parties of Interest

- LSU Board of Supervisors
- LSU AgCenter
- Tensas Parish Police Jury

#### 7. Related Transactions

None

#### 8. Conflicts of interests

None.

#### ATTACHMENTS

- I. Vice President Letter
- II. ACT No. 188 2017 Regular Session
- III. Tensas Parish Police Jury Resolution to purchase property
- IV. 2017 Appraisal Report
- V. Survey Plat
- VI. Act of Sale Draft(s)

#### RESOLUTION

**"NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President, Louisiana State University System, to execute a Cash Sale agreement for the LSU AgCenter in accordance with Louisiana State Legislative ACT No. 188 signed by the Governor on June 12, 2017.

**BE IT FURTHER RESOLVED** that F. King Alexander, President, Louisiana State University System, or his designee, be hereby authorized by and empowered for and on behalf of and in the name of the Board of Supervisors, in consultation with General Counsel, to include in the sale any and all provisions and stipulations that he deems in the best interest of the Board of Supervisors."



August 7, 2017

To: F. King Alexander, President  
LSU System

Thru: *Wm* William B. Richardson, Vice President *BGRW*  
LSU AgCenter

Thru: Patrick Martin, Assistant Vice President  
Real Estate, Public Partnerships, and Compliance

From: Dale Frederick, Director  
Facilities Planning, LSU AgCenter

RE: **Significant Board Matter**  
Sale of Property  
Northeast Research Station  
Tensas Parish  
St. Joseph, Louisiana

The Tensas Parish Police Jury is interested in purchasing property at the **Northeast Research Station** in order to construct the Tensas Parish Port and maximize its potential. The LSU AgCenter is requesting that the Board of Supervisors approve the sale of property. The parcel to be sold is approximately **61.0** acres of LSU property on the unprotected river side of the Mississippi River. The property is subject to seasonal flooding which makes it unattractive for research and commodity production. As stipulated in ACT No. 188 consideration for sale of property must be at least the appraised value of the property. Competitive process is not required.

The AgCenter is further requesting the Board of Supervisors to authorize and empower you at this time to sign any subsequent agreement(s) regarding this parcel of property at the **Northeast Research Station** which you believe is in the best interest of LSU.

As this project is in support of the AgCenter and its mission, we enclose herewith our request for approval and ask that it be placed on the agenda of the Board of Supervisors **September 8, 2017** meeting.

I certify that, to the best of my knowledge, I have provided all necessary documentation and that the information contained therein is complete, accurate, and in compliance with Article VII, Section 9 of the Bylaws of the Board of Supervisors. I agree to cooperate in any issues related to this matter. Please let me know if any additional information is needed.

Attachments

xc: Ann Coulon  
Patrick Martin  
Dale G. Frederick  
Rogers Leonard

2017 Regular Session

**ACT No. 188**ENROLLED

SENATE BILL NO. 125

BY SENATOR THOMPSON

Prefiled pursuant to Article III, Section 2(A)(4)(b)(i) of the Constitution of Louisiana.

1 AN ACT

2 To authorize and provide for the transfer of certain state property; to provide for the transfer  
 3 of state property in Tensas Parish; to provide for the property description; to provide  
 4 for reservation of mineral rights; to provide terms, conditions, and requirements; and  
 5 to provide for related matters.

6 Be it enacted by the Legislature of Louisiana:

7 Section 1. The president of Louisiana State University Agricultural and  
 8 Mechanical College and the commissioner of administration, notwithstanding any  
 9 other provision of law to the contrary, are hereby authorized and empowered to  
 10 convey, transfer, assign, lease, or deliver any interest, excluding mineral rights, the  
 11 state may have to all or any portion of the following described parcel of property,  
 12 including improvements, to the parish governing authority of Tensas Parish:

13 A 150.23 acre tract of land situated in Section 7, Township 11 North, Range 12  
 14 East in Tensas Parish, Louisiana, being more particularly described as follows,  
 15 to-wit:

16 Beginning at the Northwest corner of Section 7 of T 11 N - R 12  
 17 E, Tensas Parish, Louisiana, and thence run S 40° 25' E 3,881.15  
 18 feet along the line common to Sections 7 and 8 (Deed bearing is  
 19 S 40° E) to the East right-of-way line of Louisiana State Highway  
 20 No. 604 and being 30 feet from the centerline; thence turn and  
 21 follow the east and south right-of way line of said highway as  
 22 follows: N 51° 41' E 107.13 feet to a point (Deed call is N 51° 38'  
 23 E 103.7 feet); N 59° 09' E 355.4 feet to the P. C. of a curve; thence  
 24 run around the inside of a curve to the right with a radius of

SB NO. 125

ENROLLED

1           the South line of said Lot "A" to iron pipe at the Southwest  
2           corner of said Lot "A"; thence turn and run N 41° W 2,970.0 feet  
3           along the West line of lot "A" to the corner common to Lots "A"  
4           and "B" of said Chetwynde Plantation; thence turn and run N  
5           49° 15' W along the West line of said Lot "B" 337.54 feet to the  
6           intersection with the line common to Sections 7 and 36 of T 11 N  
7           - R 12 E; thence turn and run S 64° W 430.89 feet along the line  
8           common to Sections 7 and 36 to The Point of Beginning. The  
9           above described tract of land containing 150.23 Acres, more or  
10          less, and being shown by heavy outline on the plat of survey made  
11          by Frank L. Messinger, Registered Surveyor, a copy of which  
12          plat is attached hereto and made a part hereof, and paraphed  
13          "Ne Varietur" for identification with this act; and said tract  
14          herein conveyed being situated in Section 7 of T 11 N - R 12 E,  
15          Tensas Parish, Louisiana, and being a portion of that certain  
16          property acquired by S. Z. Olds from Margaret Ashford by deed  
17          dated August 14, 1945, recorded August 20, 1945, in Notarial  
18          Records Book "KK", Page 560 of the Records of Tensas Parish,  
19          Louisiana, and being the same property acquired by Kenneth O.  
20          Doty, et als, from the S. Z. Olds, Estate by deed dated November  
21          2, 1966 and recorded in Conveyance Book 15, Page 455, of the  
22          Records of Tensas Parish, Louisiana.

23           Section 2. The president of Louisiana State University Agricultural and  
24          Mechanical College and the commissioner of administration, are hereby authorized to  
25          enter into such agreements, covenants, conditions, and stipulations and to execute such  
26          documents as necessary to properly effectuate any conveyance, transfer, assignment,  
27          lease, or delivery of title, excluding mineral rights, to the property, including  
28          improvements, described in Section 1, and as more specifically described in any such  
29          agreements entered into and documents executed by and between the president of  
30          Louisiana State University Agricultural and Mechanical College, the commissioner of

**2017 REGULAR SESSION**

**SB125 by Senator Francis C. Thompson**



**PUBLIC LANDS:** Authorizes the sale of certain property in Tensas Parish. (gov sig)

**Current Status:** Signed by the Governor - Act 188

[Text](#) ▶ [Amendments](#) ▶ [Digests](#) ▶ [Votes](#) ▶ [Authors](#) ▶

Date	Chamber	Journal Page	Action	<a href="#">sort history by ascending dates</a>
06/12	S		Effective date 6/12/2017.	
06/12	S		Signed by the Governor. Becomes Act No. 188.	
06/02	S	86	Sent to the Governor by the Secretary of the Senate.	
06/01	H	49	Signed by the Speaker of the House.	
06/01	S	76	Enrolled. Signed by the President of the Senate.	
05/31	S	40	Amendments proposed by the House read and concurred in by a vote of 38 yeas and 0 nays.	
05/30	S	2	Received from the House with amendments.	
05/30	H	11	Read third time by title, amended, roll called on final passage, yeas 95, nays 0. Finally passed, ordered to the Senate.	
05/26	H		Scheduled for floor debate on 05/30/17.	
05/22	H	8	Read by title, passed to 3rd reading.	
05/18	H	53	Reported without Legislative Bureau amendments.	
05/17	H	41	Reported favorably (12-0). Referred to the Legislative Bureau.	
04/27	H	4	Read by title, under the rules, referred to the Committee on Natural Resources and Environment.	
04/26	H	20	Received in the House from the Senate, read by title, lies over under the rules.	
04/26	S	16	Read by title, passed by a vote of 33 yeas and 0 nays, and sent to the House. Motion to reconsider tabled.	
04/25	S	11	Read by title. Ordered engrossed and passed to third reading and final passage.	
04/24	S	3	Reported favorably.	
04/10	S	13	Introduced in the Senate; read by title. Rules suspended. Read second time and referred to the Committee on Natural Resources.	
03/30	S		Prefiled and under the rules provisionally referred to the Committee on Natural Resources.	

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 P.O. Box 94062 (900 North Third Street) Baton Rouge, Louisiana 70804-9062





## TENSAS PARISH POLICE JURY

212 HANCOCK STREET  
ST. JOSEPH, LOUISIANA 71366  
TELEPHONE (318) 766-3542  
FAX (318) 766-4580  
email: cathydarden@bellsouth.net

President:  
Larry W. Foster

Vice-President  
James E. Davis, Jr.

### MEMBERS

#### District 1

LARRY W. FOSTER  
P.O. Box 713  
Newellton, LA 71357

#### District 2

DANNY CLARK  
P.O. Box 262  
Newellton, LA 71357

#### District 3

THOMAS B. CRIGLER  
833 Hwy. 606  
St. Joseph, LA 71366

#### District 4

WILLIAM TREVILLION  
813 Trevillion Road  
Waterproof, LA 71375

#### District 5

RODERICK "Rod"  
D. WEBB  
P.O. Box 516  
St. Joseph, LA 71366

#### District 6

BUBBA RUSHING  
2025 Hwy. 5468  
St. Joseph, LA 71366

#### District 7

JAMES E. DAVIS, JR.  
7303 Hwy. 569  
Ferriday, LA 71334

### STATE OF LOUISIANA PARISH OF TENSAS

The following Resolution was offered by Jamie Davis, seconded by Rod Webb, with none opposed.

### RESOLUTION

**WHEREAS**, the Tensas Parish Police Jury is in the process of developing the Tensas Parish Port, and

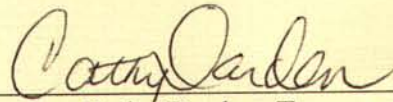
**WHEREAS**, the Tensas Parish Police Jury recognizes the need to purchase more property to develop the Tensas Parish Port, and

**WHEREAS**, the Tensas Parish Police Jury has obtained a grant from the United States Department of Agriculture through the Rural Business Enterprise Grant program to purchase property for the development of the Tensas Parish Port, and

**BE IT RESOLVED**, the Tensas Parish Police Jury agrees to purchase 80+- acres on the unprotected side of the levee at the current appraised value from the LSU Experiment Station to be utilized to further the development of the Tensas Parish Port.

### CERTIFICATE

I, Cathy Darden, Treasurer of the Tensas parish Police Jury do hereby certify that the above and foregoing in a true and correct copy of a resolution adopted at a meeting of the Tensas parish Police Jury at which a quorum was present and participating on the 25th day of July, 2017 in St. Joseph, Louisiana.

  
Cathy Darden, Treasurer



SECRETARY  
SANDRA SMITH

TREASURER  
CATHY DARDEN

*Regular Meetings on Second Tuesday at 10:00 a.m. and Fourth Tuesday at 10:00 a.m. of Each Month*

"This institution is  
an equal opportunity  
provider."





**APPRAISAL REPORT**

A 150.23 acre tract of land  
Situating in Sec. 7, T11N, R12E  
Tensas Parish, LA



A Limited Summary Appraisal Report

**PREPARED FOR:**

Mrs. Cathy Darden  
Tensas Parish Police jury

**PREPARED BY:**

Dale L. Placke  
James C. Cruse

April 12, 2017

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PLACKE APPRAISAL SERVICE  
202 South Lincoln Street  
Tallulah, LA, 71282

Date: April 12, 2017

Mrs. Cathy Darden  
Tensas Parish Police Jury  
P. O. Box 6168  
St. Joseph, LA, 71366

Re: 150.23-acre tract  
Sec. 7, T11N, R12E  
Tensas Parish, LA, 71282

Dear Ms. Darden:

As requested, we have inspected property located in Section 7, T11N, R12E, Tensas Parish, Louisiana, for the purpose of determining the fair market value of the property. The property is a 150.23-acre tract, lacking usable improvements and other items, belonging to the Tensas Parish Police Jury, located on both sides of the Mississippi River levee near St. Joseph, on the E side of U. S. Highway 65, N of St. Joseph, LA, 71366.

Upon inspection, we found a 150.23-acre tract of land, with irregular dimensions, further described in the deed, attached as part of this report. A plat of the property is attached to this report, also. There are no improvements considered to be of value on the tract.

The search for comparable sales yielded one sale in the Tensas Parish area within the past 2 months, so the search for sales was expanded to surrounding and nearby parishes, and went back a few years in time. The market in the area has been flat, so no time adjustments were felt to be relevant to the estimate of value of the property. The expanded search yielded several sales of similar properties. Land sales in these areas often include land associated with hunting clubs. A condensed list of similar sales, with documentation, is noted below:

Sales near the levee of similar properties were found in East Carroll, Madison, Tensas and Concordia Parishes. Sales 1 through 4 were in East Carroll, sales 5 & 6 were in Madison Parish, sales 7 through 10 were in Concordia Parish, and sale 11 was the Tensas Parish sale.

1. In November, 2016, a 240 acre tract of land sold for \$1,080,000, the price per acre being \$4,500. (East Carroll, Book 174/Page 447)
2. In March, 2017, a 28 acre tract sold for \$55,000, the price per acre being \$1,964.29. (East Carroll, Book 168/Page 455)

3. A 428 acre tract of land sold for \$1,326,800 in December, 2016, the per acre price being \$3,100. (East Carroll, Book 174/Page 604)
4. In December, 2016, 400 acres sold for \$1,170,000 at a per acre price of \$2,925. (East Carroll, Book 174/Page 611)
5. A tract of 83.53 acres sold in April, 2016, for \$419,150, a price of \$5,017 per acre. (Madison, Book 342/Page 116)
6. A 240 acre tract sold for \$750,000 in December, 2015, at a price of \$3,125 per acre. (Madison, Book 341, Page 48)
7. A 44.7 acre tract sold for \$192,015 in January, 2015, for a per acre price of \$4,295.64. (Concordia, Book 450, Page 2432)
8. In August, 2015, 284.16 acres sold for \$795,396, a price of \$2,799.11 per acre. (Concordia, Book 451, Page 1948)
9. A 180.2 acre tract of land sold for \$618,545.51 in December 2016. The per acre price was \$3,432.55 (Concordia, Book 452, Page 5290)
10. A 135.6 acre tract sold for \$465,454.49, a price of \$3,432.56 per acre. The sale occurred in December, 2016. (Concordia, Book 452, Page 5298)
11. A tract of 856 acres sold for \$3,100,000 in March, 2017. This was a price of \$3,621.50 per acre. (Tensas, Book 118, Page 521)

Based on the available sales data, we conclude the fair market value of the 150.23-acre tract of land, the subject of this report, to be

**Five Hundred Ten Thousand, Eight Hundred and no/100 Dollars**  
**\$510,800.00 (\$3,400.00/acre, rounded)**

This report is done in fee simple. We have no present or contemplated future interest in the property. All statements and conclusions as stated in this report are assumed to be correct. The data obtained was from confirmed sources, such as various NE Louisiana Parish Tax Assessors, the Tensas Parish Police Jury, documents filed in the courthouses of several parishes, and records obtained from appraisers licensed to perform appraisals in the state of Louisiana.

The appraisers have no expertise in wetland area or other litigation, or environmental issues involving present and potential land usage. Appropriate experts in these fields should be consulted should questions or concerns about legal issues involving these items arise.

Thank you for your confidence in our ability. Please let us know if you have any questions or concerns, or if you need additional information.

Sincerely,

*Dale L. Placke*

\_\_\_\_\_  
Dale L. Placke

\_\_\_\_\_  
James C. Cruse

**PHOTOGRAPHS, NW side of Highway 604, W side of Highway 606**









**PHOTOGRAPHS, portion SE of Highways 604 and 606**





**PHOTOGRAPHS, portion across from Fish Tales Restaurant**









**PHOTOGRAPHS, portion on river side of levee and view from levee**

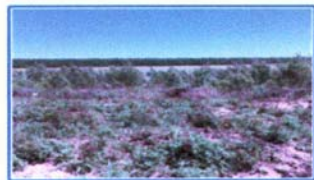
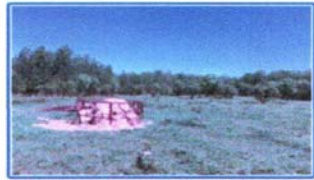






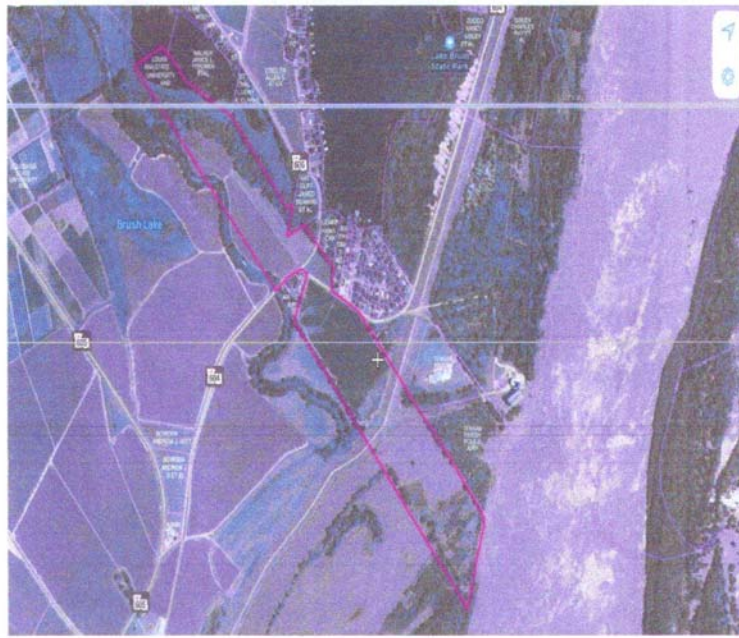








**AERIAL MAP**



PLAT

NE VARIETUR  
For Identification With An Act Of  
Cash Sale  
Passed Before Me This 12  
Day Of March 1976  
D. Michael D. Dupont  
Notary Public

NE VARIETUR  
For Identification With An Act Of  
Cash Sale  
Passed Before Me This 12  
Day Of March 1976  
D. Michael D. Dupont  
Notary Public

FILED AND RECORDED MARCH 12, 1976 AT 11:30 A.M.  
BY \_\_\_\_\_ CLERK OF COURT.

**PLAT**



LEGAL DESCRIPTIONNORTHEAST LOUISIANA EXPERIMENT STATION

150.23 ACRES -- PURCHASED FROM DOTY, ET AL, IN TENNAS PARISH.

## DESCRIPTION OF PROPERTY:

"BEGINNING at the Northwest corner of Section 7 of T 11 N - R 12 E, Tensas Parish, Louisiana, and thence run S 40° 25' E 3,881.15 feet along the line common to Sections 7 and 8 (Deed bearing is S 40° E) to the East right-of-way line of Louisiana State Highway No. 604 and being 30 feet from the centerline; thence turn and follow the east and south right-of-way line of said highway as follows: N 51° 41' E 107.13 feet to a point (Deed call is N 51° 38' E 103.7 feet); N 59° 09' E 355.4 feet to the P. C. of a curve; thence run around the inside of a curve to the right with a radius of 53.26 feet an arc distance of 54.64 feet to the P. T. (the chord is N 88° 33' E 52.28 feet); thence S 62° 04' E 131.0 feet to an iron pipe that is 30 feet from the centerline of said Highway; thence turn and run S 20° 28' W 625.55 feet to an iron pipe in the line common to Sections 7 and 8 of T 11 N - R 12 E, and being at the Southern corner of that certain 4.11 acre tract of land retained by the Estate of S. Z. Olds in the sale to Kenneth O. Doty, et al., as shown by deed dated November 2, 1966; thence turn and run S 40° 25' E 4,875.35 feet along the line common to Sections 7 and 8 (Deed bearing is S 40° E) to the top bank of the Mississippi River on February 4, 1976; thence turn and run N 15° 58' E 1,130 feet along the top bank of the Mississippi River to the line common to Sections 6 and 7; thence turn and run N 40° 25' W 3,560 feet along the line common to Sections 6 and 7 (Deed bearing is N 40° W) to the South and/or West right-of-way line of Louisiana State Highway No. 604 and being 30 feet from the centerline; thence turn and run N 62° 04' W along the South or West right-of-way line of said Highway 621.52 feet to an iron pipe that is S 11° W from the southwest corner of that certain tract of land sold to Willie A. Womack as shown by deed recorded in Conveyance Book 9, page 724 of the Records of Tensas Parish, Louisiana; thence turn and run N 11° E across the Highway and 293.34 feet to an iron pipe at the northwest corner of the said Willie A. Womack property and in the line common to Sections 6 and 7; thence turn and run N 40° 25' W 808.02 feet along the line common to Sections 6 and 7 (Deed bearing is N 40° W) to an iron pipe at the intersection with the South line of Lot "A" of the Chetwynde Plantation as shown by plat thereof recorded in Notarial Records Book 18B, Page 475 of the Records of Tensas Parish, Louisiana; then turn and run S 64° W 456.06 feet along the South line of said Lot "A" to an iron pipe at the Southwest corner of said Lot "A"; thence turn and run N 41° W 2,970.0 feet along the West line of Lot "A" to the corner common to Lots "A" and "B" of said Chetwynde Plantation; thence turn and run N 49° 15' W along the West line of said Lot "B" 337.54 feet to the intersection with the line common to Sections 7 and 36 of T 11 N - R 12 E; thence turn and run S 64° W 430.89 feet along the line common to Sections 7 and 36 to The Point of Beginning. The above described tract of land containing 150.23 Acres, more or less, and being shown by heavy outline on the plat of survey made by Frank L. Messinger, Registered Surveyor, a copy of which plat is attached hereto and made a part hereof, and paraphrased "The Verdict" for identification with this act; and said tract herein conveyed being a portion of that certain property acquired by S. Z. Olds from Margaret Ashford by deed dated August 14, 1945, recorded August 20, 1945, in Notarial Records Book "KK", Page 560 of the Records of Tensas Parish, Louisiana, and being the same property acquired by Kenneth O. Doty, et al., from the S. Z. Olds, Estate, by deed dated November 2, 1966 and recorded in Conveyance Book 15, Page 455, of the Records of Tensas Parish, Louisiana."

**SUMMARY OF SALIENT FACTS AND CONCLUSIONS**

Location of Property:	Sec. 7, T11N, R12E, St. Joseph, LA, 71366
Legal Description:	See Page 21 of this report
Taxes:	Exempt
Property Owner:	Tensas Parish Police Jury
Date of Valuation:	April 12, 2017
Type of Property:	A 150.23-acre tract in the Sec. 7, T11N, R12E
Present Use:	Pasture, cropland, levee
Improvements:	None of value (see photo pages)
Land Area:	150.23 acres(+/-)
Concluded Market Value:	<b>\$510,800.00(@ \$3,400/acre)</b>



**NEIGHBORHOOD ANALYSIS**

The subject property is located in Sec. 7, T11N, R12E, in Tensas Parish, Louisiana. The property lies on both sides of the levee, and has ample frontage on LA Highways 604 and 606. The town of St. Joseph, the capital of Tensas Parish, is a short distance away.

**SITE ANALYSIS**

The site is an area with the potential for agricultural, as well as commercial or industrial concerns. The portion on the river side of the levee has the potential for river business. The portion that fronts LA Highways 604 and 606 has the potential for a variety of uses.

**DEMOGRAPHICS**

The location of the subject property is north of St. Joseph, along both sides of the Mississippi River levee, on the east side of U. S. Highway 65, a portion on Louisiana Highways 604 and 606.

**APPROACHES TO VALUE**

There are three approaches to value used in appraising. They are known as the Cost Approach, the Income Approach, and the Sales Comparison or Market Approach. For this appraisal, the Sales Comparison or Market Approach is considered to be the most reliable method to determine the fair market value of the property. Since there are no valued improvements on the land, the Cost Approach is not an option. The Income Approach is sometimes used in land valuation, but not in this instance, since income data of similar parcels is not available for comparison.

The Sales Comparison Approach to Value is based upon the principle of substitution in that no property has a value greater than that for which a similar property offering similar uses, utility and function can be purchased, assuming no costly delay is encountered in making the substitution. Similar comparable properties are selected and inspected to determine differences with the subject property. The data is then processed into indicators of value for the subject property by making adjustments to the comparable properties for differences in amenities. Typically, most adjustments involve physical factors, such as physical characteristics, locational differences, and time of sale.

The Sales Comparison Approach is considered to be the best and most reliable method to develop a creditable land value.

The Sales Comparison Approach yielded a number of sales in NE Louisiana, all located in similar areas along levees on the Mississippi River corridor.

Based on the available sales data, it is the opinion of the appraisers that the subject property has a fair market value of

**\$510,800 (Five Hundred Ten Thousand, Eight Hundred Dollars).**

**PURPOSE, SCOPE OF WORK, INTENDED USE AND USERS, HIGHEST AND BEST USE****Purpose:**

The purpose of this appraisal is to determine the fair market value of the property, as of the effective date of the appraisal, April 12, 2017. The report is subject to the following scope of work, intended use and users, definition of market value, and statements of assumptions and limiting conditions, and certifications.

**Scope of Work:**

The scope of work for this appraisal is defined by the complexity of the appraisal assignment and the reporting of those findings in the report. Involved are the viewing of the property, identifying the comparable sales, neighborhood analysis, verifying information sources, and the reporting of pertinent findings in the report. The land being appraised is the subject of the report, and no goodwill, franchises, or personal property is included in the estimated value of the property. The sales comparison approach is used to value the property, considered to be the most reliable method of appraising land.

**Intended Use and Users:**

The intended use of this report is to determine the fair market value of the property. The intended user of this report is the Tensas Parish Police Jury, owner of the subject property of the report.

**Highest and Best Use:**

The subject property is located just off a public highway, and also the Mississippi River levee. There is excellent visibility, and good egress and ingress. The location is along both sides of the Mississippi River levee, near St. Joseph. The highest and best use is considered to be the present use, as vacant land, but the site has the potential for a multitude of uses.

**CERTIFICATE OF APPRAISAL**

We certify that to the best of our knowledge and belief:

The statements of fact contained in this report are true and correct.

The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions; and they are our personal, impartial and unbiased professional analyses, opinions and conclusions.

We have no present or future interest in the property that is the subject of this report, and also no personal interest with respect to the parties involved.

We have no bias with respect to any property that is the subject of this report or to the parties involved with this assignment.

Our compensation for completing this assignment is not contingent upon the reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.

Our analyses, opinions and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice.

The property that is the subject of this report has been personally inspected by the appraisers.

The signers of this certification received no assistance in the preparation of this report.

Acting under the employment of the Tensas Parish Police Jury (the client), the appraisers are qualified to perform appraisals of this magnitude, as similar appraisals have been rendered in the past. Dale L. Placke is a licensed Certified Residential Real Estate Appraiser with the state of Louisiana, and the client has instructed the appraiser to prepare this report.




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Dale L. Placke  
LA Lic. Res. Appr. #R0517

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James C. Cruse

**STATEMENT OF ASSUMPTIONS AND LIMITING CONDITIONS**

The appraisers assume the following:

- The title to the subject property is good and marketable, with no encroachments or other title issues known.
- That all surveys and land records are correct, and that no implied or expressed guarantees regarding the land surveys of the subject property and comparable sales are made.
- That any known adverse conditions, including deterioration, hazardous or toxic waste, etc. are noted within the report. This appraisal report is not to be considered as an environmental inspection, since the appraisers are not considered to be experts in that field of work. It is further assumed that any farming, landscaping, or other tasks involving the land have been done in compliance with any local, state or federal regulations.
- Testimony in court is not considered to be a part of the appraisal process unless arrangements were made for such testimony.
- This report may not be reproduced without the expressed permission of the appraisers.
- This report is based on primary and secondary data assumed to be correct and accurate, and the opinion of value reached through the appraisal process is developed based on said data.
- The appraiser may, by Extraordinary Assumption, evaluate the subject property, comparable sales, and other market conditions according to accepted appraisal standards for any of the approaches to value.

**HYPOTHETICAL CONDITIONS**

A hypothetical condition is defined in the Uniform Standards of Professional Appraisal Practice (USPAP) as "That which is contrary to what exists, but is supposed for the purpose of analysis."

Comment: "Hypothetical conditions assume conditions contrary to known facts about physical, legal, or economic characteristics of the subject property, or about conditions external to the property, such as market conditions or trends, or the integrity of data used in an analysis."

There are no known hypothetical conditions.

**QUALIFICATIONS OF APPRAISER**

Dale L. Placke  
[daleplacke@bellsouth.net](mailto:daleplacke@bellsouth.net)  
 202 South Lincoln Street  
 Tallulah, LA, 71282  
 318-366-2623

**EDUCATION**

Master of Education, 1978, Northeast Louisiana University  
 Bachelor of Science, 1974, Northeast Louisiana University

**APPRAISAL EXPERIENCE**

Private appraisal practice from June, 1978 to present time  
 Field appraiser for Louisiana Tax Commission from December, 2002 to present time

**APPRAISAL EDUCATION**

USPAP, numerous courses since 1998  
 Marshall & Swift Cost Approach, Residential, April, 2007  
 Marshall & Swift Cost Approach, Commercial, April, 2007  
 Detrimental Condition Matrix (Hurricane Katrina), April, 2006  
 Income Approach to Valuation II, May, 2005  
 Appraisal of Land, April, 2003  
 Fundamentals of Real Property Appraisal, February, 2003  
 Appraising Housing for Elderly/Disaster Damaged Property, November, 2001  
 What Real Estate Appraisers Face in the Field, October, 2001  
 Residential Demonstration Appraisal, March, 1999  
 Income Approach to Valuation I, May, 1996  
 Real Estate I, Tallulah Technical College, September, 1992

**OTHER PERTINENT COURSES**

Agency Relations in Real Estate Transactions, December, 2004  
 Fair Housing and Cultural Diversity, December, 2004  
 Agency Relations, December, 2003  
 LAA Mapper RU1?, April 2001  
 Real Estate License Law, September, 1999  
 Environmental Risk Management, November, 1998  
 IAAO Tax Policy, May, 1997  
 Oil and Gas Workshop, April, 1995  
 Property Management, July, 1990  
 Real Estate Contracts, June, 1990  
 Land Syndication, May, 1985

**DESIGNATIONS**

Certified Louisiana Associate Assessor  
 LA Licensed Residential Appraiser # R0517

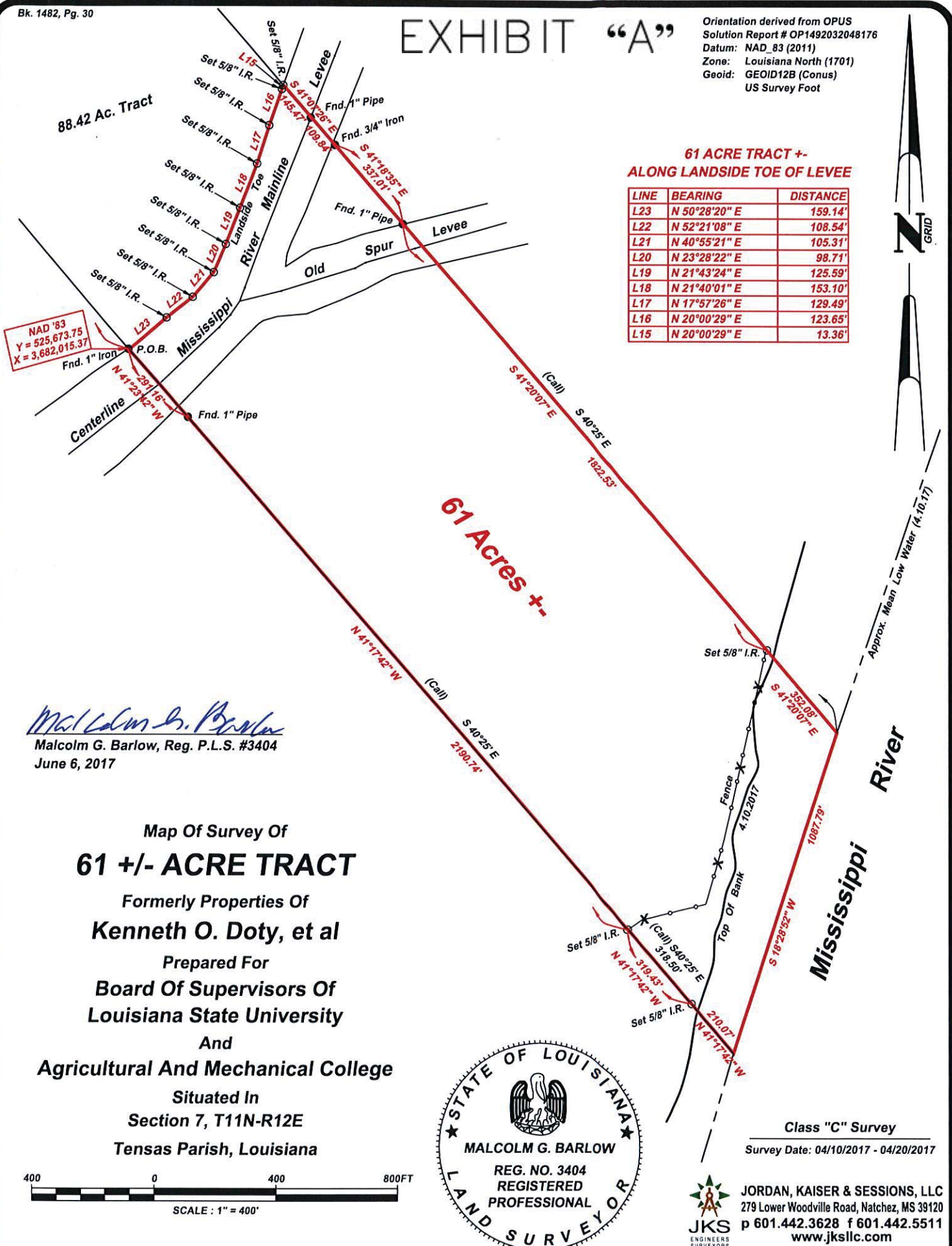
Bk. 1482, Pg. 30

# EXHIBIT "A"

Orientation derived from OPUS  
 Solution Report # OP1492032048176  
 Datum: NAD\_83 (2011)  
 Zone: Louisiana North (1701)  
 Geoid: GEOID12B (Conus)  
 US Survey Foot

**61 ACRE TRACT +/-  
 ALONG LANDSIDE TOE OF LEVEE**

LINE	BEARING	DISTANCE
L23	N 50°28'20" E	159.14'
L22	N 52°21'08" E	108.54'
L21	N 40°55'21" E	105.31'
L20	N 23°28'22" E	98.71'
L19	N 21°43'24" E	125.59'
L18	N 21°40'01" E	153.10'
L17	N 17°57'26" E	129.49'
L16	N 20°00'29" E	123.65'
L15	N 20°00'29" E	13.36'



NAD '83  
 Y = 525,673.75  
 X = 3,682,015.37

*Malcolm G. Barlow*  
 Malcolm G. Barlow, Reg. P.L.S. #3404  
 June 6, 2017

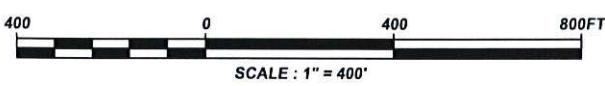
Map Of Survey Of  
**61 +/- ACRE TRACT**

Formerly Properties Of  
**Kenneth O. Doty, et al**

Prepared For  
**Board Of Supervisors Of  
 Louisiana State University**

And  
**Agricultural And Mechanical College**

Situated In  
 Section 7, T11N-R12E  
 Tensas Parish, Louisiana



Class "C" Survey  
 Survey Date: 04/10/2017 - 04/20/2017

**JORDAN, KAISER & SESSIONS, LLC**  
 279 Lower Woodville Road, Natchez, MS 39120  
 p 601.442.3628 f 601.442.5511  
 www.jksllc.com



S1704006



**CASH SALE**

**STATE OF LOUISIANA  
PARISH OF EAST BATON ROUGE**

**STATE OF LOUISIANA  
PARISH OF TENSAS**

**BE IT KNOWN**, that on the dates set forth below, before us, Notaries Public, duly commissioned and qualified in and for the respective state and parish/county and in the presence of the respective subscribing witnesses, personally came and appeared:

**STATE OF LOUISIANA appearing herein through the DIVISION OF ADMINISTRATION, OFFICE OF FACILITY PLANNING AND CONTROL, having a current mailing address of 1201 North Third Street, Suite 7-210, Baton Rouge, Louisiana, 70802, herein represented by Jay Dardenne, the Commissioner of Administration,**

**and**

**BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE, a public constitutional corporation, having a current mailing address of 3810 West Lakeshore Drive, Baton Rouge, Louisiana, 70808, herein represented by Dr. F. King Alexander, the duly authorized President, of Louisiana State University, pursuant to resolution attached hereto as Exhibit "A"**

**herein called "Sellers";**

who declared that, for the price of TWO HUNDRED SEVEN THOUSAND FOUR HUNDRED AND NO/100 DOLLARS (\$207,400.00) cash, receipt of which is acknowledged, Sellers hereby sell, convey and deliver without any warranty of title whatsoever, but with full substitution and subrogation in and to the rights and actions of warranty which said Sellers have or may have against all preceding owners and sellers and with all rights of prescription, whether acquisitive or liberative, to which said Sellers may be entitled, unto

**TENSAS PARISH POLICE JURY, a political subdivision of the State of Louisiana, having a current mailing address of 212 Hancock Street, St. Joseph, Louisiana, 71366, herein represented by \_\_\_\_\_, its duly authorized \_\_\_\_\_, pursuant to resolution of said Tensas Parish Police Jury attached hereto as Exhibit "B"**

herein called "Buyer"

the following described property, to-wit, the possession and delivery of which Buyer acknowledges:

DESCRIPTION  
61 ACRE, MORE OR LESS, TRACT  
PORTION OF PROPERTY OF THE  
L. S. U. AGRICULTURAL CENTER  
SECTION 7, T11N, R12E  
TENSAS PARISH, LOUISIANA

Beginning at an 1" pipe found on the land side toe of the Mississippi River main line levee, being on the southwesterly boundary of property of the L. S. U. Agricultural Center, located South for 4744.52 feet and East for 4168.90 feet from the purported corner common to Sections 7, 8, and 36 Northwest corner of Section 7), T11N, R12E, Tensas Parish, Louisiana, having a NAD 83 North Zone coordinate of Y = 525,673.75 and X= 3,682,015.37.

Thence from said point of beginning, go the following courses and distances along said land side toe:

N 50° 28' 20" E for 159.14 feet to a 5/8" iron set,  
N 52° 21' 08" E for 108.54 feet to a 5/8" iron set,  
N 40° 55' 21" E for 105.31 feet to a 5/8" iron set,  
N 23° 28' 22" E for 98.71 feet to a 5/8" iron set,  
N 21° 43' 24" E for 125.59 feet to a 5/8" iron set,  
N 21° 40' 01" E for 153.10 feet to a 5/8" iron set,  
N 17° 57' 26" E for 129.49 feet to a 5/8" iron set,  
N 20° 00' 29" E for 123.65 feet to a 5/8" iron set, and  
N 20° 00' 29" E for 13.36 feet to a 5/8" iron set

on the northeasterly boundary of property of the L. S. U. Agricultural Center, being the purported boundary between Section 6 and Section 7; thence go S 41° 07' 26" E along said boundary for 145.47 feet to 1" pipe found in the center of the Mississippi River main line levee; thence continue along said boundary S 41° 07' 26" E for 109.84 feet to a 3/4" iron found on the river side toe of said levee; thence continue along said boundary S 41° 18' 35" E for 337.01 feet to an 1" pipe found on the toe of a guide levee; thence continue along said boundary, go S 41° 20' 07" E for 1822.53 feet to a 5/8" iron set on top of bank of the Mississippi River; thence continue along said boundary, go S 41° 20' 07" E for 352.08 feet to the approximate mean low water of the Mississippi River this date 04-10-17; thence go S 18° 28' 52" W along said mean low water of the Mississippi River for 1087.79 feet to the southwesterly boundary of property of the L. S. U. Agricultural Center, being the purported boundary between Section 7 and Section 8; thence go along said boundary N 41° 17' 42" W for 210.07 feet to a 5/8" iron set on top of bank of the Mississippi River; thence continue along said boundary N 41° 17' 42" W for 319.43 feet to a 5/8" iron set; thence continue N 41° 17' 42" W along said boundary for 2190.74 feet to an 1" pipe found at the approximate river side toe of the main line Mississippi River Levee; thence continue along said boundary, go N 41 ° 23' 42" W crossing said levee for 291.16 feet to the point of beginning.

Within described tract contains 61 Acres, more or less, being portion of property of the L. S. U. Agricultural Center, situated in Section 7, T11N, R12E, Tensas Parish, Louisiana. Bearings used herein are based on the Louisiana Coordinate System NAD 83 North Zone.

(herein the "Property")

Sellers reserve any and all subsurface minerals; however, Sellers waive and renounce any and all rights to utilize the surface of the Property for any mineral exploration or development.

**THE PROPERTY IS SUBJECT TO ANY AND ALL SERVITUDES, RESTRICTIONS AND OTHER MATTERS OF RECORD, INCLUDING, WITHOUT LIMITATION THE FOLLOWING EXCEPTIONS:**

**[INSERT ANY EXCEPTIONS]**

Sellers are selling the Property “AS IS, WHERE IS” without any warranties whatsoever as to condition or fitness for any particular purpose, habitability, zoning, merchantability, or any other warranty, whether expressed or implied, and Buyer expressly waives the warranty of fitness and the guarantee against hidden or latent vices (defects in the Property sold which render it useless or render its use so inconvenient or imperfect the Buyer would not have purchased the Property had Buyer known of the vice or defect) provided by law in Louisiana, more specifically, that warranty imposed by Louisiana Civil Code 2520 *et seq.* with respect to Sellers’ warranty against latent or hidden defects of the Property sold, or any other applicable law, not even for a return of the purchase price. Buyer forfeits the right to avoid the sale, reduce the purchase price because of some hidden or latent vice, or defect in the Property sold. Seller specifically disclaims any warranty, guaranty or representation, oral or written, past or present, express or implied, concerning the Property. Buyer acknowledges that Buyer is acquiring the Property based solely upon Buyer’s own independent investigations and findings concerning the Property and not in reliance upon any information provided by Seller or Seller’s agents or attorneys, without benefit of title opinion, examination, or otherwise. **Buyer hereby expressly waives and renounces, any and all rights in redhibition pursuant to Louisiana Civil Code Article 2520, et seq., the warranty imposed by Louisiana Civil Code Article 2475 (except for acts arising by, through or under Seller), and its ability to rescind the sale of the Property or seek a reduction in the purchase price for any reason whatsoever, and the Buyer hereby releases Seller from any and all liability whatsoever in connection therewith.** Sellers expressly subrogate Buyer to all rights, claims and causes of action Sellers may have arising from, relating to any hidden, or latent defects in the Property. These provisions have been called to the attention of the Buyer and fully explained to the Buyer, and the Buyer acknowledges that he has read and understands this waiver of all express or implied warranties and accepts the Property without any express or implied warranties. **Buyer expressly acknowledges that no such representations have been made and that Buyer is not relying on any representations or warranties other than as set forth herein,**

Buyer releases Seller from any and all claims (whether known or unknown, and whether contingent or liquidated) arising from or related to conditions (including environmental conditions) affecting the Property, whether the same are the result of negligence or otherwise. The release set forth in this paragraph specifically includes, without limitation, any claims under any Environmental Laws, under the Americans with Disabilities Act of 1990, 42 U.S.C. §§ 12101 *et seq.*, or with respect to any Environmental Risk. **"Environmental Laws"** includes, but is not limited to, the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act (42 U.S.C. §§ 9601 *et seq.*), the Comprehensive Environmental Response, Compensation and Liability Act of 1980 (42 U.S.C. §§ 6901 *et seq.*), the Emergency Planning and Community Right to Know Act (42 U.S.C. §§ 11001 *et seq.*), the Clean Air Act (42 U.S.C. §§ 7401 *et seq.*), the Clean Water Act (33 U.S.C.

§§ 1251 et seq.), the Toxic Substances Control Act (15 U.S.C. §§ 2601 et seq.), the Hazardous Materials Transportation Act (49 U.S.C. §§ 1801 et seq.), the Occupational Safety and Health Act (29 U.S.C. §§ 651 et seq.), the Federal Insecticide, Fungicide and Rodenticide Act (7 U.S.C. §§ 136 et seq.), and the Safe Drinking Water Act (42 U.S.C. §§ 300f et seq.), as any of the same may be amended from time to time, and any state or local law dealing with environmental matters, and any regulations, orders, rules, procedures, guidelines and the like promulgated in connection therewith, regardless of whether the same are in existence on the date of this Agreement.

The *ad valorem* taxes on said property for the prior year, if any, have been paid to date and/or are not otherwise due and owing, and the *ad valorem* taxes for the current year, to the extent payable, will be paid by Buyer.

Notices for *ad valorem* taxes for the tax year 2017 and subsequent years should be sent to:

Tensas Parish Police Jury  
212 Hancock Street  
St. Joseph, Louisiana 71366

All agreements and stipulations herein, and all the obligations benefit of and be binding upon its heirs, successors, and assigns of the respective parties, and the Buyer, its heirs and assigns, shall have and hold the described property in full ownership forever.

The parties hereto waive the production of any and all certificates required by law or customarily obtained and relieve and release us Notaries, from any and all responsibility or liability in connection therewith. The parties also agree to indemnify us, Notaries, against all penalty or liability incurred as a result of the waiver of certificates.

*[Remainder of Page Intentionally Left Blank. Signatory Pages Follow.]*

*[Signature Page for the Act of Cash Sale from Sellers, State of Louisiana, Division of Administration and Board of Supervisors of Louisiana State University and Agricultural and Mechanical College to Buyer, Tensas Parish Police Jury*

The undersigned Notary has not rendered, nor has he been requested to render, any examination or opinion on the title to the Property transferred pursuant to this instrument; nor has the undersigned Notary made any warranty or representation as to the zoning of the Property.

THUS DONE AND PASSED, in Baton Rouge, Louisiana, on the \_\_\_\_\_ day of \_\_\_\_\_, 2017, in the presence of the undersigned witnesses, who hereunder sign their names with the said Seller and me, Notary, after a reading of the whole.

WITNESSES:

SELLER:

STATE OF LOUISIANA THROUGH THE  
DIVISION OF ADMINISTRATION, OFFICE  
OF FACILITY PLANNING AND CONTROL

\_\_\_\_\_  
Printed Name:

By: \_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title: \_\_\_\_\_

\_\_\_\_\_  
Printed Name:

\_\_\_\_\_  
Notary Public

Printed Name: \_\_\_\_\_  
Louisiana Bar Roll/Notary Commission No. \_\_\_\_\_  
My Commission is for Life.

*[Signature Page for the Act of Cash Sale from Sellers, State of Louisiana, Division of Administration and Board of Supervisors of Louisiana State University and Agricultural and Mechanical College to Buyer, Tensas Parish Police Jury]*

The undersigned Notary has not rendered, nor has he been requested to render, any examination or opinion on the title to the Property transferred pursuant to this instrument; nor has the undersigned Notary made any warranty or representation as to the zoning of the Property.

THUS DONE AND PASSED, in Baton Rouge, Louisiana, on the \_\_\_\_\_ day of \_\_\_\_\_, 2017, in the presence of the undersigned witnesses, who hereunder sign their names with the said Seller and me, Notary, after a reading of the whole.

WITNESSES:

\_\_\_\_\_  
Printed Name: \_\_\_\_\_

\_\_\_\_\_  
Printed Name: \_\_\_\_\_

SELLER:

BOARD OF SUPERVISORS OF LOUISIANA  
STATE UNIVERSITY AND AGRICULTURAL  
AND MECHANICAL COLLEGE

By: \_\_\_\_\_  
Dr. F. King Alexander  
President, Louisiana State University

\_\_\_\_\_  
Notary Public

Printed Name: \_\_\_\_\_  
Louisiana Bar Roll/Notary Commission No. \_\_\_\_\_  
My Commission is for Life.

*[Signature Page for the Act of Cash Sale from Sellers, State of Louisiana, Division of Administration and Board of Supervisors of Louisiana State University and Agricultural and Mechanical College to Buyer, Tensas Parish Police Jury.]*

THUS DONE AND PASSED, in St. Joseph, Louisiana, on the \_\_\_\_\_ day of \_\_\_\_\_, 2017, in the presence of the undersigned witnesses, who hereunder sign their names with the said Buyer and me, Notary, after a reading of the whole.

WITNESSES:

BUYER:

TENSAS PARISH POLICE JURY

Printed Name: \_\_\_\_\_

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Notary Public

Printed Name: \_\_\_\_\_

Louisiana Bar Roll/Notary Commission No. \_\_\_\_\_

My Commission is for Life.



**Request from LSU A&M to Approve Employment Contract with Head Coach Elizabeth Torina**

**To: Members of the Board of**

**Supervisors Date: October 13, 2017**

Pursuant to Article VII, Section 9 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.11.b. Appointments and all other personnel actions relating to Head Coaches and Athletic Directors.

**1. Summary of the Matter**

This resolution seeks approval of the proposed employment contracts for Elizabeth Torina, Head Coach Softball. The key terms of their proposed contracts are summarized below:

<u>Coach</u>	<u>Contract Action</u>	<u>Term</u>		<u>Total Certain Compensation<sup>a</sup></u>		
		<u>Current</u>	<u>Proposed</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
Elizabeth Torina	New Contract	6/30/2018	6/30/2022	\$245,000	\$345,000	41%

(a) Total Certain Compensation includes all compensation which the coach is contractually guaranteed to receive annually. It does not include the value of any fringe benefits, such as car and cell phone allowances, nor any one-time amounts, such as contract buy-outs or relocation allowances.

**2. Review of Business Plan**

Not applicable.

**3. Fiscal Impact**

The Athletic Department currently expects that all funds relating to these employment contracts will be paid from revenues generated by the Athletic Department. While authorized by the contract, it is not expected that any foundation dollars will be needed to provide for any of the supplemental compensation. No state general fund or tuition dollars are used.

**4. Review of Documents Related to Referenced Matter**

The Office of General Counsel has reviewed the proposed contracts.

**ATTACHMENTS**

- I. Memorandum of Agreement: Elizabeth Torina, Head Coach Softball

**RESOLUTION**

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College authorizes Dr. F. King Alexander, President, or his designee, to sign the contract with Elizabeth Torina, Head Coach Softball as described in this item, and to include in such contracts and amendments any terms and conditions as he, in consultation with the General Counsel, deems to be in the best interests of LSU.





## Summary of Athletic Coaching Contract Elizabeth Torina, Head Coach Softball

		<i>Current</i>	<i>Proposed</i>	<i>Change</i>	<i>%</i>	<i>Notes</i>
<i>Basic</i>	Term Ends	6/30/2018	6/30/2022	4 year		a
	Base Salary	\$ 200,000	\$ 300,000	\$ 100,000	50%	a
	Supplemental Comp.	\$ 30,000	\$ 30,000	\$ -		a
<i>Incentive</i>	Post-Season (max)	\$ 90,000	\$ 300,000	\$ 210,000	233%	b
	Academic (max)	\$ 15,000	\$ 15,000	\$ -		
<i>Benefits</i>	Automobile	\$ 12,000	\$ 12,000	\$ -		c
	Other					c
<b>Total Certain Compensation</b>		<b>\$ 245,000</b>	<b>\$ 345,000</b>	<b>\$ 100,000</b>	<b>41%</b>	<b>d</b>

### Notes

(a) Coach Torina's contract includes a four year extension and salary increase. Base salary for fiscal year 2018 increases to \$300,000; for fiscal year 2019, it increases to \$325,000; for fiscal year 2020, it increases to \$350,000; for fiscal year 2021, it increases to \$375,000; and for fiscal year 2022, it increases to \$400,000.

(b) Post-season incentives are based on specific goals and amounts set forth in Schedule A of Coach Torina's contract.

(c) Automobile payment is up to \$1,000/month.

(d) Total Certain Compensation includes all compensation which the coach is contractually guaranteed to receive annually. It does not include the value of any fringe benefits, such as car and cell phone allowances, nor any one-time amounts, such as contract buy-outs or relocation allowances.

This document summarizes the key terms of the proposed employment contract for the athletic coach named below. Unless noted otherwise, the contract is attached and is based on the standard template normally used by LSU for contracts of this type. The campus recommends approval by the Board.

Recommended

  
 Joe Alleva  
 Vice Chancellor and Athletic Director

Reviewed, No Objections

  
 Daniel T. Layzell, Executive Vice President for Finance  
 and Administration/CFO

Reviewed, No Objections:

  
 Tom Skinner, LSU General Counsel

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

**EMPLOYMENT AGREEMENT**

This Employment Agreement (“Agreement”) is made and entered into as of this 1<sup>st</sup> day of September 2017, by and between BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE (“LSU”), a body corporate existing under the Constitution and laws of the State of Louisiana, herein represented by F. King Alexander, its duly authorized President, and Elizabeth Torina (“COACH”):

1. **Definitions.** For purposes of this Agreement, the following terms shall have the meaning shown:

A. “LSU A&M”: The campus of LSU which is located in Baton Rouge, Louisiana.

B. “President”: The President of LSU.

C. “Athletic Director”: The Director of Athletics at LSU.

D. “Base Salary Amount”: The annual sum of:

Three Hundred Thousand and No/100ths dollars (\$300,000.00) – Effective September 1, 2017 through June 30, 2018.

Three Hundred Twenty Five Thousand and No/100ths dollars (\$325,000.00) – Effective July 1, 2018 through June 30, 2019.

Three Hundred Fifty Thousand and No/100ths dollars (\$350,000.00) – Effective July 1, 2019 through June 30, 2020.

Three Hundred Seventy Five Thousand and No/100ths dollars (\$375,000) – Effective July 1, 2020 through June 30, 2021.

Four Hundred Thousand and No/100ths dollars (\$400,000) - Effective July 1, 2021 through June 30, 2022.

E. “Start Date”: September 1, 2017.

F. “End Date”: June 30, 2022.

G. “Program”: The intercollegiate Women’s Softball program at LSU A&M.

H. “Team”: The intercollegiate athletic team which is a part of the Program.

2. **Employment.** LSU does hereby employ COACH as Head Coach of the Team. COACH will report directly to the Athletic Director and through the Athletic Director to the President. COACH will be responsible for the Program at LSU A&M. COACH hereby agrees to accept such employment and to devote full-time attention to the performance of the duties herein.

3. **Duties and Responsibilities.** As Head Coach of Team, COACH’s duties and responsibilities shall include the following, all subject to law, LSU policy, and the directives, input, and advice of the President and the Athletic Director:

- A. Administering, managing, and leading the Program in a professionally appropriate and competent manner;
- B. Administering, managing, and leading the Program in an effort to effectively compete in National Collegiate Athletic Association (NCAA) play;
- C. Hiring and managing the assistant coaches and other athletic staff necessary and appropriate to assist COACH in meeting the responsibilities herein;
- D. Directing the Program, including management of staff, budget, and other resources;
- E. Being reasonably knowledgeable, with reasonable assistance of LSU, of: (i) applicable federal and state laws governing intercollegiate athletics; and (ii) all

governing constitutions, by-laws, rules, policies, interpretations, and regulations of the NCAA, the Southeastern Conference (SEC), LSU, and any other conference or organization of which LSU is or becomes a member during the term of this Agreement; all hereinafter collectively referred to as “**Governing Athletics Regulations**”;

- F. Assuring and monitoring compliance with Governing Athletics Regulations by COACH and all student athlete members of the Team, assistant coaches, other Program staff members, and other individuals under or subject to COACH’s direct control, authority, or supervision;
- G. Promptly reporting any violation of Governing Athletics Regulations to the Associate Athletic Director for Compliance;
- H. Cooperating fully in any investigation of possible NCAA violations conducted or authorized by LSU or the NCAA at any time;
- I. Reasonably observing, respecting, and promoting the principles of institutional control in the Program;
- J. Reasonably understanding, observing, and upholding LSU’s reasonable, written academic standards, requirements, and policies, and reasonably promoting an environment in which admissions, financial aid, academic services for student athletes, and recruiting can be conducted consistently with LSU’s mission (provided said mission is reasonable and communicated to COACH in writing);

- K. Using reasonable and good faith personal efforts to cultivate and maintain effective relations with the Board of Supervisors, affiliated foundations, conferences, institutional alumni, the media, the public, students, faculty, staff, and friends of LSU;
- L. Using reasonable efforts to exercise due care and supervision to provide that all student athletes, assistant coaches, other program staff members, and other individuals under or subject to COACH's control, authority, or supervision comply with all Governing Athletics Regulations and act in accordance with the high moral, ethical, and academic standards of the Program and LSU;
- M. Using reasonable efforts to promote the goal of LSU, that every student athlete obtain a baccalaureate degree, and reasonably cooperating with academic counselors or similar persons designated by LSU to assist student athletes and the faculty and administrators of LSU in connection with the academic pursuits of student athletes;
- N. Performing these duties at all times in a manner consistent with good sportsmanship and in accordance with the high moral, ethical, and academic standards of the Department of Athletics and LSU;
- O. Performing all other reasonable duties customarily performed by head coaches in Team's sport of commensurate rank serving other NCAA member institutions.
4. **Term.** The term ("Term") of this AGREEMENT shall be for a definite term, commencing on the Start Date and ending on the End Date unless terminated sooner in

accordance with Section 12 of this Agreement. This Agreement will automatically renew on a monthly basis effective the day after the End Date unless the Agreement has been terminated pursuant to Section 12 or written notice of non-renewal has been given by either party to the other at least 30 days before the End Date.

5. **Base Salary.** LSU agrees to pay COACH the Base Salary Amount annually, in twelve (12) equal monthly installments.

6. **Supplemental Compensation.**

A. In addition to the salary described above, COACH each contract year will receive Supplemental Compensation in an amount of Ten Thousand and No/100ths dollars (\$10,000.00) for COACH appearing on or participating in, as requested, University sanctioned television, radio and internet programs concerning LSU and the Team. The amount of Supplemental Compensation payable to COACH shall be based on the number of radio, television, and internet programs in which COACH participates or appears and shall be determined by the Athletic Director. Any amount earned by COACH pursuant to this provision shall be considered earned on the date(s) on which COACH appears on or participates in the television, radio, and internet programs and shall be paid within 30 days of the last game played by Team in its season, including any post-season play.

B. COACH shall not appear without the prior written approval of the President on, or in, any radio, television, or internet programs or other electronic medium other than those produced or sponsored by LSU, except routine news media interviews for which no compensation is received. COACH shall not appear in or make any

commercial or commercial endorsement without the prior written approval of the President and the Athletic Director. Such approval shall not be unreasonably withheld.

- C. COACH will earn or receive a minimum of Twenty Thousand and No/100s (\$20,000) Dollars in Supplemental Compensation during each fiscal year of this Agreement. This compensation shall include: (a) any monetary benefits earned or received for services to the Tiger Athletic Foundation (TAF) or (b) any monetary benefits earned or received from the University's equipment contracts.

7. **Incentive Compensation.**

- A. **Post-Season Incentive Compensation.** In the event the Team participates in post-season games, LSU agrees to pay COACH Post-Season Incentive Compensation as additional compensation for the extra services required of COACH in the preparation for and participation in post-season play as follows in accordance with LSU's policies and procedures. The additional sum or sums, if payable, shall be considered earned on the date(s) services are provided for each game at which a post-season goal is attained (or, for SEC Regular Season Champion, the date of the last SEC game in Team's sport played by any SEC team during the regular season) and shall be paid within sixty (60) days following the final post-season game in which Team participates. This Post-Season Incentive Compensation shall be in the amounts and for meeting the goals set forth in Schedule A, which is attached to and made a part of this Agreement. Post-Season Incentive Compensation may be payable from affiliated foundation

funds, subject to approval of LSU and the foundation. To be eligible for such compensation, COACH must provide additional services required in the preparation for and participation in post-season play and must be employed by LSU as of the date on which the incentives are earned.

- B. **Academic Incentive Compensation.** In the event the multi-year Academic Performance Rate “APR” [as defined by the NCAA] for the Program is the minimum APR multi-year score established by the NCAA (current minimum score is 930) in any one contract year, LSU agrees to pay COACH additional compensation in the amount of Fifteen Thousand and No/100 dollars (\$15,000) per contract year. The additional compensation, if payable, shall be considered earned on the date on which the APR for LSU is released while COACH is employed at LSU and shall be paid within sixty (60) days of such date. Academic Incentive Compensation may be payable from affiliated foundation funds, subject to approval of LSU and the foundation. To be eligible for such compensation, COACH must be employed by LSU as of the date on which the incentives are earned.
- C. **Longevity Deferred Compensation.** If EMPLOYEE remains in continuous employ of LSU as Head Coach of the Team through June 1, annually, the EMPLOYEE shall be paid deferred compensation in the amount of Fifty Thousand Dollars (\$50,000) which shall be paid within sixty (60) days following June 1, annually. Longevity Deferred Compensation may be payable from affiliated foundation funds, subject to approval of LSU and the foundation.



8. **Retirement and Fringe Benefits.** COACH shall be entitled to participate in the retirement and fringe benefit programs available to all unclassified professional LSU employees, with contributions and benefit amounts (including state retirement benefits) based only upon the Base Salary Amount and any Post-Season Incentive Compensation. During the term of this Agreement and in accordance with applicable LSU policy and applicable law, COACH will also receive the following benefits, part or all of which may be payable from affiliated foundation funds, subject to approval of LSU and the foundation:

- A. Membership(s) in a social club, such as the University Club of Baton Rouge, provided that: (i) monthly dues shall be payable from affiliated foundation funds, subject to approval of such foundation; (ii) business-related (non-personal) expenses incurred in accordance with LSU and foundation policy will be reimbursed from affiliated foundation funds; and (iii) COACH shall be responsible for payment of all personal charges.
- B. Mobile communications device and service;
- C. An annual automobile allowance in the amount up to \$1,000 per month or, to the extent consistent with state ethics law, use of courtesy vehicle provided by dealership and related insurance reimbursed from affiliated foundation funds; and

- D. COACH will be allowed to invite guest(s) for travel to athletic events as per the LSU Travel Handbook. Any guest(s) must be approved for travel on chartered or commercial transportation by the Athletic Director or his/her designee.
- E. As part of any third-party apparel and/or equipment related contract with LSU, COACH acknowledges and agrees that TEAM may be provided and/or allocated apparel and/or equipment from and by LSU, which apparel and equipment shall be used exclusively and solely by COACH in furtherance of COACH's employment duties and Team-related activities as applicable to COACH's employment with LSU.
- F. Other customary, reasonable and related employee benefits to be provided by foundations affiliated with LSU, as authorized by the President after a review by the LSU System General Counsel and a determination that such benefits are in compliance with LSU policy and the Louisiana Code of Ethics.

**9. Additional Revenue.**

Subject to the limitations imposed by this Section and compliance with applicable laws and Governing Athletics Regulations, if any, and LSU's PM-11, COACH may earn or receive other revenue ("Additional Revenue") while employed by LSU, including sponsoring or working with sports camps or clinics, provided, however, that COACH shall obtain prior written approval from the Athletic Director or President, which approval shall not be unreasonably withheld, before engaging in any commercial or

private venture, including the use of COACH's name by any commercial, public or private entity. LSU does not guarantee any amount of Additional Revenue.

COACH shall not, without written approval of the President and the Athletic Director, arrange for or agree to the receipt by any assistant coach of any supplemental pay, bonus, or other form of payment from any outside source, except for income earned by assistant coaches from COACH's operation of sports camps, or as otherwise authorized by LSU in accordance with PM-11.

10. **Sports Camps.** COACH, subject to Governing Athletics Regulations and Athletic Department guidelines, rules and regulations, may operate or work at sports camps/clinics at LSU. LSU does not guarantee or provide any supplemental compensation or additional revenue from operation of sports camps/clinics. COACH shall not be permitted to sell, assign, lease, donate or otherwise transfer any ownership, assets or interests in such a camp or clinic to any other person or entity, without the prior written approval of the President.

11. **Assignment and Retirement Benefits.**

A. **Assignment.** To the extent permitted by law, COACH may require LSU to contract with a separate legal entity, whether under the control of COACH or not, for the performance of any services by COACH required or authorized under Sections 6 (Supplemental Compensation, if any) and 10 (Sports Camps). The form of the contract shall be subject to the approval of LSU, which approval shall not be unreasonably withheld.

B. **Retirement Benefits.** Regardless of whether the services are performed directly for LSU or through contract with a separate legal entity, whether such other entity is under the control of COACH or not, sums paid or authorized under Section 6 (Supplemental Compensation, if any), 7.B (Academic Incentive Compensation), 7.C (Longevity Deferred Compensation), 8 (Fringe Benefits), 9 (Additional Revenue), and 10 (Sports Camps) of this Agreement shall not be considered “base pay,” “earned compensation,” or “earnable compensation” as such terms are defined in Louisiana Revised Statutes 11:403 and 11:701, or other applicable Louisiana retirement laws, and shall not be included as compensation for the purpose of computation of retirement benefits. Only the Base Salary Amount and any Post Season Incentive Compensation earned pursuant to Section 7.A shall be considered for the purpose of computation of retirement benefits.

12. **Termination.** This Agreement may be terminated by the parties as follows:

A. **Termination by LSU for Cause.** This Agreement may be terminated for "cause" by LSU, acting through the President, at any time prior to its expiration, upon written notice to COACH. In the event of termination for cause, COACH's Base Salary Amount, Supplemental Compensation (if any), and all other compensation and benefits provided for in this Agreement shall terminate on the termination date, and LSU shall not thereafter be liable to COACH for any sums or damages other than compensation earned prior to the termination date. The termination date shall be the date on which notice of termination is given, or on such later date as may be set forth by LSU in the notice of termination.

For purposes of this Section, “cause” for termination shall be defined as:

- (1) Committing a material and substantial violation (including repeated secondary violations) of Governing Athletics Regulations, or failing promptly to report any such violation by another person to the President and the Associate Athletic Director for Compliance;
- (2) Commission of a material and substantial violation of Governing Athletics Regulations involving any aspect of the Program by any other person if either: (i) the violation occurs or continues to occur after COACH knew or had constructive knowledge that it was about to occur or was occurring, or (ii) COACH failed to establish and maintain reasonable policies and procedures, or to follow reasonable policies and procedures established in writing by the Athletic Department for the Program to prevent violations of Governing Athletics Regulations from occurring and to detect promptly any such violations which may occur;
- (3) Committing or being convicted of either: (i) any felony; or (ii) any misdemeanor involving gambling, drugs, or alcohol;
- (4) Engaging in serious misconduct which either: (i) displays a continual, serious disrespect or continual, serious disregard for the mission of LSU; (ii) brings COACH into substantial public disrepute sufficient to materially impair COACH’s ability to perform the obligations contained herein without material adverse impact on the Team or Program; or (iii) constitutes moral turpitude or breaches the high moral and ethical standards applicable to COACH as a visible representative of LSU;

- (5) Unreasonably refusing or repeatedly failing to perform any duties imposed upon COACH herein (including, but not limited to, those duties and responsibilities set forth in Section 3 of this Agreement), or failing to perform the same to the best of COACH's reasonable ability, after written notice to COACH of LSU's reasonable expectation;
- (6) Knowingly committing material or repeated significant violations of any provision of this Agreement, provided said initial violations are not cured within ten (10) days of COACH's receipt of written notice of the same;
- (7) Prolonged absence from LSU without its consent, which will not unreasonably be withheld;
- (8) (i) Intentionally or with reckless disregard for the truth committing fraud in the performance of any duties and responsibilities herein, including, but not limited to, fraud in the preparation, falsification, or alteration of documents or records of LSU, the NCAA, or the SEC, or documents or records pertaining to any recruit or student athlete, including without limitation transcripts, eligibility forms, and compliance reports; or (ii) counseling, instructing, encouraging, or knowingly permitting any other person to commit such fraud;
- (9) (i) Failing to respond reasonably accurately and fully within a reasonable time to any reasonable requests or inquiry relating to the performance of any duties herein or at any prior employment at any other institution of higher learning propounded by LSU, the NCAA, the SEC or any other governing body having supervision over the athletic programs of LSU or such other institution of higher education, or required by law or Governing Athletics Regulations; or (ii) counseling,

- instructing, encouraging, or knowingly and intentionally permitting any other person to fail to so respond;
- (10) (i) Participating in any gambling, bookmaking, wagering, or betting involving any athletic contest whether by soliciting, placing, or accepting a bet or wager or through a bookmaker, a pool, or any other method of gambling; or (ii) counseling, instructing, encouraging, or knowingly and intentionally permitting any student athlete, assistant coach, or other individual under or subject to COACH's control, authority, or supervision to participate in such activity;
- (11) (i) Furnishing any information or data, other than information or data provided to the general public through press conferences, news releases, and the like, relating in any manner to any intercollegiate sport or to any student athlete to any individual whom COACH knows (or has constructive knowledge) to be a gambler, better, or bookmaker, or an agent of any such person; or (ii) counseling, instructing, or encouraging any student athlete, assistant coach, or other individual under COACH's control, authority, or supervision to furnish such information or data;
- (12) Using or consuming alcoholic beverages or controlled substances, steroids, or other drugs or chemicals to such degree and for such appreciable period as to substantially impair COACH's ability to perform the duties herein;
- (13) Selling, purchasing, using, or possessing any controlled substances, steroids, or other drugs or chemicals, the sale, purchase, use, or possession of which by COACH is prohibited by law or Governing Athletics Rules. The provisions of this

subsection do not prohibit the use or possession of substances or drugs lawfully prescribed by a healthcare provider, and used in accordance therewith.

- (14) Knowingly encouraging or permitting the sale, purchase, use, or possession by any student athlete, assistant coach, or other individual under COACH's control, authority, or supervision of any controlled substances, steroids, or other drugs or chemicals, the sale, purchase, use, or possession of which by such person is prohibited by law or Governing Athletics Rules;
- (15) (i) Failing reasonably to cooperate in the investigation and enforcement of Governing Athletics Regulations; or (ii) counseling, instructing, or encouraging any other person to fail to cooperate in such investigation and enforcement;
- (16) Subject to any right of administrative appeal permitted or granted to COACH by the NCAA or SEC, the making or rendition of a finding or determination by the NCAA, SEC, or any commission, committee, council, or tribunal of the same, of any major or repetitive violations by COACH of NCAA or SEC rules, or of any such major or repetitive violations by others under the direct supervision of COACH which were knowingly and intentionally permitted, encouraged, or condoned by COACH, or about which violations COACH knew or should have known (constructive knowledge), and should have acted reasonably to prevent, limit, or mitigate (it is recognized that this sub-section includes findings or determinations of violations during employment of COACH at any other institution of higher education); or



- (17) Failing to report promptly to the Associate Athletic Director for Compliance any violations of Governing Athletics Regulations involving the Team of which COACH has actual knowledge.

Any judgment as to whether the criteria contained in this section have been met shall not be made arbitrarily or capriciously by LSU. Prior to termination for cause, COACH: (i) shall be provided with written notice of contemplated termination and a statement of the grounds and facts in support thereof; and (ii) shall have five calendar days from receipt of such notice to make a written request for a hearing on the contemplated action. A hearing will be held by the President or his designee(s), and at the hearing COACH shall have the right to counsel and to present the testimony of witnesses and other reliable evidence. The procedures shall conform to, and evidence may be considered, consistent with federal and state due process standards for such hearings.

All compensation, including salary, benefits, and other remuneration set forth in this Agreement incidental to COACH's employment, cease upon termination, other than compensation owed COACH for services performed by COACH prior to termination.

**B. Termination by LSU Without Cause.**

- (1) LSU shall have the right to terminate this Agreement without cause upon written notice to COACH. In such event, LSU will pay COACH liquidated damages, in

lieu of any and all other legal remedies or equitable relief as detailed below. In the event of termination by LSU without cause, COACH's Base Salary, Supplemental Compensation (if any), Fringe Benefits, and all other compensation and benefits provided for in this Agreement shall terminate on the termination date, and LSU shall not thereafter be liable to COACH for any sums or damages other than the liquidated damages provided for herein and any compensation earned pursuant to this Agreement prior to the termination date. The termination date shall be the date on which notice of termination is given, or on such later date as may be set forth by LSU in the notice of termination.

- (2) Liquidated damages under this Section 12.B will be the Base Salary per year for the remaining term of this Agreement, including any extended term. A partial year shall be pro rated.
- (3) Liquidated damages under this Section 12.B will be paid in equal monthly installments over a period of time equal to the amount of time then remaining in the term of this Agreement, including any extended term.
- (4) In the event of termination by LSU without cause, the amount of liquidated damages owed by LSU under this Section 12.B shall be reduced and extinguished by and to the extent of any compensation COACH earns, receives, or is entitled to receive from the termination date until LSU's obligation pursuant to this Section 12.B to COACH terminates or ceases to exist. COACH shall exercise due diligence and good faith in seeking other athletically-related employment. In the event COACH obtains such other employment, COACH will notify LSU and

provide any and all documentation requested by LSU to determine the amount of compensation received by COACH and the amount of offset due to LSU.

- (5) The parties have bargained for this liquidated damages provision, giving consideration to the following. This is a contract for personal services. The parties recognize that termination of this Agreement by LSU prior to its expiration by lapse of term would cause COACH to lose the salary, supplemental compensation, fringe benefits, certain other LSU-provided benefits, and possibly other income and benefits provided by third parties, which damages are impossible to determine with certainty. As such, the damages to be suffered by COACH in the event of a termination of this Agreement by LSU without cause are difficult to presently and accurately estimate. In addition, the parties expressly agree that all liquidated damages herein are not in any way a penalty.

**C. Termination by COACH Without Cause.**

- (1) COACH shall have the right to terminate this Agreement without cause upon thirty days written notice to LSU. In the event COACH terminates this Agreement without cause, COACH will pay LSU liquidated damages, in lieu of any and all other legal remedies or equitable relief. In the event of termination by COACH without cause, COACH's Base Salary, Supplemental Compensation (if any), Fringe Benefits, and all other compensation and benefits provided for in this Agreement shall terminate on the termination date, which shall be no later than thirty days after the written notice is provided to LSU (unless otherwise mutually agreed by LSU and COACH), and LSU shall not thereafter be liable to COACH

for any sums or damages other than any compensation earned pursuant to this Agreement prior to the termination date.

- (2) Liquidated damages under this Section 12.C shall be twenty-five (25%) percent of all remaining guaranteed Base Salary due under the Agreement on the termination date if COACH accepts employment in a head coaching or non-head coaching position with another Power 5 softball program. COACH shall have the option to pay such amount in a lump sum or in equal monthly installments over a period of time equal to the amount of time then remaining in the Agreement, including any extended term. COACH must notify LSU in writing of the payment option she elects on or before the date the first monthly installment would be due. If COACH elects the lump sum option, payment in full shall be due on or before sixty (60) days after the termination date. If COACH elects to pay in monthly installments, each installment shall be due on or before the last day of each remaining month in the Agreement.
- (3) Liquidated damages under this Section 12.C may be waived, in the sole discretion of the Athletic Director, if COACH is not in breach of any provision of this Agreement and LSU determines that such a waiver would serve the best interests of LSU, considering factors such as, but not limited to, COACH's length of service with LSU, whether COACH is taking another athletically-related job, the impact the timing of COACH's notice has on the Team (whether it is given before, during, or after the Team's season and recruiting period), COACH's ability and willingness to assist LSU if requested during any transition period (such as during post-season play after giving notice at the end of the regular

season), ease of recruiting a replacement for COACH, and the impact requiring the payment of liquidated damages would have on recruiting and retaining other similarly-situated coaches.

- (4) The parties have bargained for this liquidated damages provision, giving consideration to the following. This is a contract for personal services. The parties recognize that termination of this Agreement by COACH prior to its expiration by lapse of term would cause LSU to incur administrative, recruiting, and resettlement costs in obtaining a replacement head coach for Team, in addition to potentially increased compensation costs and loss of ticket revenues, which damages are impossible to determine with any certainty.
- (5) Unless notice of termination under this Section 12 has been given by either party, neither COACH nor COACH's agent shall, under any circumstances, discuss or negotiate directly or indirectly prospective employment with any other institution of higher education, professional athletic team, or other athletically-related (including media and sports marketing) prospective employer without giving at least 24 hours prior written notice to the President and the Athletic Director.

**D. Suspension or Other Disciplinary Action.**

- (1) In lieu of termination for cause, and apart from any rights it may have under Section 12.A, LSU may impose disciplinary sanctions less severe than termination upon COACH, up to and including suspension or leave without pay for a period no longer than ninety (90) days for any act or omission which would

be grounds for termination for cause. Imposition of such sanctions shall be at the discretion of LSU, which shall not be exercised arbitrarily or capriciously.

- (2) LSU may suspend COACH for an indefinite period during any investigation by LSU, another governmental entity, or the NCAA or SEC to determine whether COACH has violated any laws or Governing Athletics Regulations. During such suspension, COACH shall receive only the Base Salary, and shall not be entitled to receive any other benefits, compensation or remuneration set forth in this Agreement for the period of such suspension. If the matter giving rise to the suspension is finally resolved completely in favor of COACH, and does not otherwise represent an independent basis for termination herein for cause, LSU shall pay or make available to COACH the benefits and other compensation herein otherwise payable to COACH during the period of suspension. Any such benefits which are payable pursuant to this Agreement by an affiliated foundation shall only be paid by such foundation, subject to its approval. Suspension under this sub-section shall not limit any rights of LSU to terminate COACH for cause.
- (3) COACH shall be subject to disciplinary or corrective action by the NCAA or SEC for any violation of NCAA and SEC regulations, respectively. Such action by the NCAA or the SEC shall not preclude or in any manner affect LSU's right to take such other corrective or disciplinary action as it deems necessary or proper, including termination for cause.

E. **Termination by Death or Disability.** In the event of the death of COACH or the inability of COACH to perform the obligations described in this Agreement by reason of illness or some other occurrence beyond the control of either party, and

such inability to perform has continued or will continue beyond a reasonable period of time, but not less than one hundred twenty (120) days, this Agreement shall terminate as a termination with cause and all future obligations between the parties shall cease upon the termination date reasonably established by LSU, unless otherwise required by law.

- F. **Waiver of Claims.** The financial consequences of termination of this Agreement or suspension herein are exclusively set forth herein. Therefore, with the sole exception of payments required by this Agreement, in any instance of termination for cause or without cause, or suspension or other disciplinary sanction effected in accordance with the procedures established in this Agreement, neither COACH nor LSU shall be entitled to receive, and each hereby waives any claim against the other, and their respective board members, officers, directors, agents, employees, successors, and personal representatives for consequential damages by reason of any alleged economic loss, including without limitation loss of collateral income, deferred income, loss of earning capacity, loss of business opportunity, loss of perquisites, loss of fees from speaking, camps or other outside activity, or expectation income, or damages allegedly sustained by reason of alleged humiliation or defamation or other non-compensatory and compensatory damages and attorney's fees resulting from the fact of termination, the public announcement thereof, or the release by LSU or COACH of information or documents required by law. COACH acknowledges that in the event of either termination of this Agreement for cause, without cause, or otherwise, or suspension or other disciplinary sanction effected in accordance with the

procedures established in this Agreement, COACH shall have no right to occupy the position of head coach of Team and that COACH's sole remedies are provided herein and shall not extend to injunctive relief. COACH further acknowledges and agrees that COACH is not eligible for will not be considered for or granted tenure by LSU.

G. **Key Man Insurance.** LSU or its affiliated athletic foundation, at the sole discretion of LSU, shall have the right at any time during the term of this Agreement to take out key man insurance or other insurance on the life of COACH. COACH shall reasonably cooperate in the underwriting and issuance of any such insurance.

13. **Retention and Return of all Materials, Records, and Other Items.** All documents, records, or materials, including without limitation personnel records, recruiting records, team information, films, statistics, or any other material or data furnished to COACH by LSU or developed by COACH on behalf of or at the expense of LSU or otherwise in connection with the employment of COACH are and shall remain the sole and confidential property of LSU. Within ten (10) days of the expiration or termination of this Agreement, COACH shall cause any such materials in COACH's possession or control to be delivered to LSU. At the same time, COACH shall return to LSU all credit cards, keys, computers, mobile communication devices and other items belonging to LSU which were issued to or are in the possession of COACH.



14. **Non-Assignment.** Neither party may assign, transfer, alienate, or encumber any of its rights or obligations hereunder without the express written consent of the other party, except as otherwise specifically set forth in this Agreement.
15. **Entire Contract.** This Agreement constitutes and expresses the entire agreement and understanding of the parties concerning the employment of COACH by LSU and shall, upon the effective date hereof, supersede any other oral and written agreements between the parties. There are no oral or other agreements, understandings, promises, or representations between the parties affecting this Agreement. Both parties have relied solely on their own respective judgments in entering into this agreement, with full opportunity to seek advice of competent counsel. It shall be construed, if necessary, without reference to the party that was the principal drafter of the agreement
16. **Amendments to Contract.** This Agreement may be amended only by a written instrument duly approved by LSU through its designated representatives and accepted by COACH, such approval and acceptance to be acknowledged in writing.
17. **Severability.** If any provision of this Agreement shall be deemed invalid or unenforceable, either in whole or in part, this Agreement shall be deemed amended to delete or modify, as necessary, the offending provision or to alter the bounds thereof in order to render it valid and enforceable.
18. **No Waiver of Default.** No waiver by the parties hereto of any default or breach of any covenant, term or condition of this Agreement shall be deemed to be a waiver of any other default or breach of the same or any other covenant, term or condition contained herein.

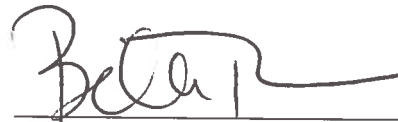
19. **Sovereign Immunity Not Waived.** It is expressly agreed and understood between the parties that nothing contained herein shall be construed to constitute a waiver or relinquishment by LSU of any rights to claim such exemptions, privileges and immunities as may be provided by law.
20. **"Force Majeure" Clause.** Neither party shall be considered in default of performance of any obligations under this Agreement if such performance is prevented or delayed by Force Majeure. "Force Majeure" shall be understood to be any cause which is beyond the reasonable control of the party affected and which is forthwith, by notice from the party affected, brought to the attention of the other party, including but not limited to war, hostilities, revolution, civil commotion, strike, lockout, epidemic, accident, fire, wind or flood or any requirements of law, or an act of God.
21. **Governing Law and Venue.** This Agreement shall be enforced and construed in accordance with the laws of Louisiana. Any civil action to enforce this Agreement shall be brought in a state or federal court having jurisdiction and domiciled in East Baton Rouge Parish, Louisiana.

THE PARTIES hereto, acknowledging that this Agreement is subject to approval of the Board of Supervisors, have executed this Agreement on the day, month and year first above written.

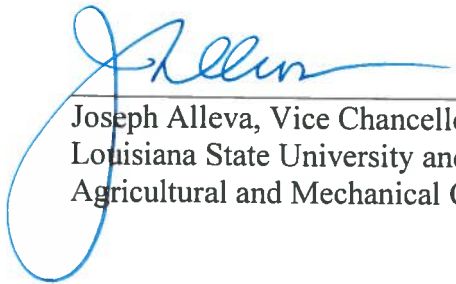
BOARD OF SUPERVISORS OF LOUISIANA  
STATE UNIVERSITY AND AGRICULTURAL  
AND MECHANICAL COLLEGE

By: \_\_\_\_\_

F. King Alexander, President          Date  
Louisiana State University and  
Agricultural and Mechanical College

          9/20/17  
\_\_\_\_\_  
Elizabeth Torina                                  Date

RECOMMENDED:

  
\_\_\_\_\_  
Joseph Alleva, Vice Chancellor and Director of Athletics  
Louisiana State University and  
Agricultural and Mechanical College

\_\_\_\_\_  
Daniel T. Layzell, Executive Vice President for Finance and Administration/CFO  
Louisiana State University and  
Agricultural and Mechanical College

### Schedule A – Supplemental Terms for Elizabeth Torina

This Schedule A supplements and further defines the provisions of the Employment Agreement dated September 1, 2017 entered into between LSU and Elizabeth Torina to which it is attached (the “Agreement”). In the event of a direct and clear conflict between the other provisions of the Agreement and this Schedule A, the provisions of this Schedule A shall control.

1. Subject to the terms and conditions set forth in section 7.A of the Agreement, EMPLOYEE shall receive Post-Season Incentive Compensation in the amounts (such amounts being cumulative), and based on attaining the goals, shown below. The maximum amount of Post-Season Incentive Compensation paid shall be \$300,000 per contract year:

a)	SEC Regular Season Champion	\$ 25,000
b)	SEC Tournament Champion	\$ 25,000
c)	Appearance in Regional	\$ 25,000
d)	Appearance in super Regional	\$ 25,000
e)	Appearance in College World Series	\$ 25,000
f)	NCAA National Champions	\$100,000
g)	SEC Coach of the Year	\$ 25,000
h)	National Coach of the Year	\$ 50,000

2. All other provisions of the Agreement remain unchanged by this Schedule A.

*Approved:*

By: \_\_\_\_\_  
 F. King Alexander, President  
 Louisiana State University and  
 Agricultural and Mechanical College

By:   
 Elizabeth Torina



**LSU Board of Supervisors Meeting**

**Friday, 10/13/2017**

**1:00 - 5:00 PM CT**

LSU University Administration Building

Board Room

3810 W. Lakeshore Drive

Baton Rouge, Louisiana 70808

1. Call to Order and Roll Call
2. Invocation and Pledge of Allegiance
3. Approval of the Minutes of the Board Meeting held on September 8, 2017  
*BOS Meeting Minutes.090817*
4. Personnel Actions Requiring Board Approval  
*BoS\_Oct2017\_Personnel requiring BoS Approval*
5. Reports from Staff Advisors and Faculty Advisors
6. President's Report
7. Reports to the Board
  - a. FY17 4th Quarter Audit Summary  
*FY17 4th Quarter Audit Summary*
  - b. FY18 Audit Plan  
*FY18 Audit Plan*
  - c. Fall 2017 14th Class Day Enrollment & Trend Report  
*Fall 2017 14th Day Enrollment & Trend Report*
8. Committee Reports
9. Ratification of Revised 2017-2018 Board of Supervisors Meeting Schedule  
*Revisions to the 2017-2018 LSU BOS Meeting Schedule*
10. Chairman's Report
11. Adjournment

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MINUTES

REGULAR BOARD MEETING

September 8, 2017

1. Call to Order and Roll Call

Mr. Scott Ballard, Chair, called to order the Regular Meeting of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in the University Administration Building, Baton Rouge, Louisiana, on September 8, 2017 at 2:17 p.m.

The secretary called the roll.

PRESENT

Mr. Scott Ballard Chairman	Mr. Stephen Perry Chairman- Elect
Ms. Ann Duplessis Past Chairman	Mr. Ronnie Anderson
Mr. Stanley J. Jacobs	Mr. Blake Chatelain
Mr. Rolfe McCollister	Mr. Lee Mallett
Ms. Mary L. Werner	Mr. Jim McCrery
Mr. Robert "Bobby" Yarborough	Mr. James M. Williams
	Ms. Lauren Johnson

ABSENT

Mr. Glenn Armentor	Ms. Valencia Sarpy Jones
Mr. James W. Moore	

Also present for the meeting were the following: Dr. F. King Alexander, President of LSU; Mr. Tom Skinner, General Counsel; LSU officers and administrators from their respective campuses; faculty representatives; interested citizens and representatives of the news media.

Public Comments

There were no public comments to be made at the September 8, 2017 Regular Board meeting.

2. Invocation and Pledge of Allegiance

Chairman Ballard recognized Dr. Guiyou Huang, LSUA Chancellor. Dr. Huang introduced the two students and faculty member addressing the Board.

Ms. Betsabet Vasquez gave the Invocation. Mr. Anthony Felts led the Pledge of Allegiance.

Dr. Bernard Gallagher, LSUA Professor of English, presented to the Board.

3. Election of the Chairman-Elect for 2017-2018

Mr. Ballard called on Mr. Perry to make a motion to elect Mr. James M. Williams as Chair-Elect seconded by Mr. Stanley Jacobs.

4. Oath of Office for the new Board Leadership

Mr. Kevin E. Cunningham administered the Oath of Office to Chairman Stephen Perry. Mr. Stanley Jacobs administered the Oath of Office for Chair-Elect James Williams.

5. Approval of the Minutes of the Board Meeting held on June 22, 2017

Upon motion of Mr. Chatelain, seconded by Mr. Yarborough, the Board voted unanimously to approve the Minutes of the Regular Board Meeting held on June 22, 2017.

6. Personnel Actions Requiring Board Approval

Mr. Skinner, General Counsel announced two items before the Board. The first being the regular personnel actions that staff reviews for board consideration personnel actions and the second item being the President's performance review. Mr. Skinner advised the Board they could go into Executive Session to discuss the President's review.

Mr. Perry called for a motion to go into Executive Session.

Upon motion of Mr. Chatelain, seconded by Mr. Yarborough, the Board voted unanimously to go into Executive Session in the Board Conference Room.

The Board returned from Executive Session. Mr. Perry called for a motion to exit Executive Session.

Upon motion by Mr. McCollister, second by Ms. Johnson, the Board voted unanimously to exit Executive Session.

Mr. Perry requested approval of the Personnel Actions. It was noted the executive staff had reviewed these actions and recommended Board Approval.

Upon motion by Mr. Anderson, seconded by Mr. McCrery, the Board voted unanimously to approve the personnel actions as presented.

Mr. Perry gave a statement from the Board regarding President Alexander: "The evaluation was extraordinarily positive. We are honored to have you as our President. We love the image you project for the University. Your presence, and I don't mean downtown, but from the Ag community to the medical community, you've dealt with so many issues and when you look at it from issues that are very emotionally charged, issues that related to flooding, issues that related to race, issues that have related to young people. Your Board thinks you are doing an outstanding job. We are going to write this up. One thing that came through that is extremely interesting was that there is a belief that is widely held throughout the campus, and this may be the ultimate, that you are deeply respected and held in great affection by the students. That really matters because you have a great ear, with a tone for understanding and putting the students first and thinking about their families and their parents and we think you are hitting all the right notes and making them understand, they are why we exist. We thank you very much for that and we will be writing up a lot of the notes and suggestions and targets for the coming years. You've got a great strategic plan and you've got a great team working for you. The Board has tremendous respect from all across sitting here which really makes a difference so on behalf of all of us it was a pleasure to do your evaluation and I will sit down with you in person and writing a lot of this up. There is a great, good feeling going forward and we thank you so much."

7. Reports from Staff Advisors and Faculty Advisors

Dr. Ken McMillan, Council of Faculty Advisors gave an informational report. There was no report from Staff Advisors.

8. President's Report

Dr. F. King Alexander, President of LSU, advised the Board on various matters including:

Dr. Alexander provided a projected enrollment update for all campuses.

Dr. Alexander stated the LSU Strategic Plan will help in kicking off our capital campaign.

Dr. Alexander thanked LSUE and Chancellor Dr. Kimberly Russell for instituting an out of state fee waiver for students from East Texas impacted from Hurricane Harvey.

Dr. Alexander provided an update on the Pennington Biomedical Research Center Executive Director search.

Dr. Alexander mentioned the New York Times Article on flagship universities enrollment of underrepresented student populations from 1980 to present. LSU has the largest percentage of African American students enrolled of any flagship in the United States.

Dr. Alexander provided the PayScale rankings for the 50 Flagships and LSU ranks 21<sup>st</sup> in Early-Career Pay & 18<sup>th</sup> in Mid-Career Pay for all alumni.

Dr. Alexander, recognized:

Dean of the LSU Law Center, Tom Galligan for an update on the Law Center consolidation in to the LSU A&M Campus.

Dr. Bill Richardson, Vice President for Agriculture & Dean of the College of Agriculture, for an update on the Wetlands Mitigation Bank.

Dr. Larry Clark Chancellor of LSUS, on LSUS's 50<sup>th</sup> Year Celebration.

9. Reports to the Board

- a. 2016-2017 Board of Supervisors Scholarship Report
- b. FY17 4th Quarter Consolidated Investment Report
- c. FY17 Semi-Annual Consolidated Financial Report
- d. FY 2017 4th Quarter Consolidated Report on Personnel Actions Not Requiring Board Approval

10. Committee Reports

A motion was made by Mr. Yarborough, seconded by Mr. McCollister, to approve the Committee resolutions that were approved by the Committees except the Athletic Agenda item 1. Request from LSU A&M to Approve Employment Contracts with Head Coaches Frank "Will" Wade, Elizabeth Torina, Karen Bahnsen, Sara "DD" Breaux, Co-Head Coach Andres "Andy" Brandi, and Co-Head Coach Christopher Brandi. The Board voted unanimously to approve all Committee resolutions except the Athletic Agenda item 1. Request from LSU A&M to Approve Employment Contracts with Head Coaches Frank "Will" Wade, Elizabeth Torina, Karen Bahnsen, Sara "DD" Breaux, Co-Head Coach Andres "Andy" Brandi, and Co-Head Coach Christopher Brandi. approved by the Athletic Committee.

A motion was made by Mr. Chatelain, seconded by Mr. McCollister, to approve the Athletic Agenda item 1. Request from LSU A&M to Approve Employment Contracts with Head Coaches Frank “Will” Wade, Elizabeth Torina, Karen Bahnsen, Sara “DD” Breaux, Co-Head Coach Andres “Andy” Brandi, and Co-Head Coach Christopher Brandi that was approved by the Athletic Committee. The Board voted to approve the Committee resolution with Mr. Jacobs opposed to Sara “DD” Breaux’s salary, stating it should be \$300,000.

10A. Healthcare and Medical Education Committee

Mr. Yarborough, Chairman of the Healthcare and Medical Education Committee, called for a motion to go into Executive Session to discuss potential litigation with our Cooperative Endeavour Agreement (CEA) with the Biomedical Research Foundation (BRF).

Upon motion of Mr. Anderson, seconded by Mr. Chatelain, the Committee voted unanimously to go into Executive Session in the Board Conference Room.

The session informed the Board of the cooperation of the University with the State of Louisiana Division of Administration who is taking the lead on the potential matter, the current fiscal impacts on the LSU Health Sciences Center – Shreveport, and the next potential legal course of action with the CEA.

The Committee returned from Executive Session. Mr. Yarborough called for a motion to exit Executive Session.

Upon motion by Ms. Duplessis, second by Mr. Chatelain, the Committee voted unanimously to exit Executive Session.

10B. Academic and Student Affairs, Achievement and Distinction Committee

Mr. Moore, Chairman of the Academic and Student Affairs, Achievement, and Distinction Committee, reported that the Committee received one (1) presentation, three (3) requests for Board approval and six (6) consent agenda items.

10B1. Presentation on Strategic Plan

Dr. Richard Koubek, LSU Executive Vice President & Provost, presented the LSU Strategic Plan 2025 *Leading Louisiana, Impacting the World* to the Committee.

10B2. Request from LSU A&M to Establish the LSU Ethics Institute with Conditional One-Year Approval

Upon motion of Mr. Anderson, seconded by Ms. Johnson, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU A&M to establish the LSU Ethics Institute with conditional one-year approval, subject to approval by the Louisiana Board of Regents.

10B3. Request from LSU Health Sciences Center - Shreveport to Establish the Center for Brain Health with Conditional One-Year Approval

Upon motion of Mr. Anderson, seconded by Ms. Johnson, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU Health Sciences Center – Shreveport to establish the Center for Brain Health with conditional one-year approval, subject to approval by the Louisiana Board of Regents.

10B4. Request from LSU Health Sciences Center - New Orleans to Designate Space as the LSU Health Medical Device Innovation Incubator

Upon motion of Mr. Anderson, seconded by Ms. Johnson, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby designate the first floor of the Lions Eye Building at the Louisiana State University Health Sciences Center in New Orleans as an incubator, pursuant to La. R.S. 17:3361(A)(6).

10B5. CONSENT AGENDA

- i. Request from LSU A&M to Award a Posthumous Degree to Aaron Belanger
- ii. Request from LSU A&M to Change the Name of the Cale P. Smith Student Financial Center to the Cale P. & Katherine Smith Student Financial Management Center
- iii. Request from LSU A&M to Name the Daniels Family Library at the LSU Lab School
- iv. Request from LSU A&M to Name 4 Spaces in Patrick F. Taylor Hall
  - Greg Elliot Dean's Seminar Suite
  - Greg Elliot Terrace
  - Jesse and Greg Elliot Gathering Space
  - Kenneth Evans and Missy Evans Elliott Dean's Seminar Room
- v. Request from LSU A&M to Name 4 Athletics Facilities
  - Jane and Carl Seiner Training Room at PMAC Practice Facility
  - Mathieu Players' Lounge at Football Operations
  - Peterson-Roberts Weight Room at Football Operations
  - The Douple Family Team Room at Track and Field
- vi. Request from LSU AgCenter to Name the Steve Linscombe Auditorium at the H. Rouse Caffey Rice Research Station

Upon motion of Mr. Anderson, seconded by Ms. Johnson, the Committee voted unanimously to approve the following resolutions:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby authorize LSU A&M to award the Bachelor of Arts in Mass Communication to Aaron Paul Belanger, posthumously.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU A&M to change the name of the "Cale P. Smith Student Financial Center" to the "Cale P. & Katherine Smith Student Financial Management Center".

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU A&M to name the Daniels Family Library at the LSU Lab School.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU A&M to name the following 4 spaces in Patrick F. Taylor Hall:

- Greg Elliot Dean’s Seminar Suite
- Greg Elliot Terrace
- Jesse and Greg Elliot Gathering Space
- Kenneth Evans and Missy Evans Elliot Dean’s Seminar Room

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from LSU A&M to name the following 4 athletic facilities:

- Jane and Carl Seiner Training Room at PMAC Practice Facility
- Mathieu Players’ Lounge at Football Operations
- Peterson-Roberts Weight Room at Football Operations
- The Douple Family Team Room at Track and Field

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors does hereby approve the request from the LSU AgCenter to name the auditorium at the H. Rouse Caffey Rice the “Steve Linscombe Auditorium”

Mr. Moore asked for a motion to adjourn the Committee meeting.

Upon motion from Mr. Anderson, seconded by Ms. Johnson, the Committee meeting was adjourned.

10C. Finance, Infrastructure, and Core Development Committee

Mr. Anderson, Chairman of the Finance, Infrastructure, and Core Development Committee, reported that the Committee received one (1) request for Board approval and one (1) presentation.

10C1. Recommendation to Approve the FY 2017-2018 Operating Budget

Upon motion of Mr. Mallett, seconded by Ms. Werner, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College does hereby approve the operating budget for the fiscal year ending June 30, 2018, providing:

(a) Final approval and commitment authorization of funds for unrestricted educational and general, medical, and related expenses in the amount of \$1,018,019,573 for the campuses shown below.

- LSU A&M
- LSU Agricultural Center
- LSU Alexandria
- LSU Eunice
- LSU Shreveport
- LSU Health Sciences Center, New Orleans
- LSU Health Sciences Center, Shreveport
- LSU Pennington Biomedical Research Center
- The Hospital and Central Office of the LSU Health Care Services Division

(b) Commitment authorizations for auxiliary enterprises, grants and contracts, and other restricted funds estimated to be \$1,423,273,014.

(c) Transactions included or referred to in the operating budget that otherwise require Board approval are not approved by mere inclusion in the operating budget.

**BE IT FURTHER RESOLVED** that each campus shall prepare a semi-annual financial report that is in accordance with a format approved by the President. The format of the report will include the following:

1. Budget and actual for unrestricted revenues by source of funds
2. Actual for unrestricted expenditures by object and by function
3. Beginning account balances and actual revenues and expenditures/transfers for restricted operations
4. Any significant changes in the budget that should be brought to the attention of the President and Board
5. An explanation of any significant reduction in anticipated revenues or significant increase in Expenditures

Any subsequent modification to the reporting format will be approved by the President with notification to the Board.

10C2. LSU First Health Plan Update

Dr. A. G. Monaco, LSU Associate Vice President for Human Resource Management, presented the annual update on the LSU First Health Plan.

Mr. Anderson asked for a motion to adjourn the Committee meeting.

Upon motion from Ms. Johnson, seconded by Mr. Mallett, the Committee meeting was adjourned.

10D. Property and Facilities Committee

Mr. McCollister, Chairman of the Property and Facilities Committee, reported the Committee received three (3) request for Board approval and three (3) consent agenda items.

10D1. Request for Approval of the FY 2018-110 Five-Year Capital Outlay Budget Request and First Year Prioritized Categories for Louisiana State University

Upon motion of Ms. Duplessis, seconded by Ms. Johnson, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College that the following list of projects to be submitted to the Division of Administration in accordance with the provisions of La. R.S. 39:101 et seq. and first year prioritized project categories are approved and;

**BE IT FURTHER RESOLVED**, that F. King Alexander, Louisiana State University President, be and he is hereby authorized to make adjustments as necessary in this request as circumstances dictate, including technical corrections, increasing or decreasing the amount requested for individual projects by not more than twenty percent (20%) of the amount approved in this resolution, combining or renaming projects and/or changing sources of funds and to add self-generated projects with individual project costs of less than \$1 million without further approval by the Board, provided, however, that such project additions be reported to the Board.

**BE IT FURTHER RESOLVED** that transactions included or referred to in the capital outlay request that otherwise require Board approval are not approved by inclusion in the capital outlay request per Article VII, Section 8, E.1 of the Bylaws.

10D2. Request from LSU A&M to Authorize the President to Execute a Lease for Tiger Stadium South Plaza Bowl Victory Recognition with Tiger Athletic Foundation

Upon motion of Ms. Johnson, seconded by Mr. Jacobs, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College authorizes the President of LSU, F. King Alexander, or his designee, to execute a Lease to Tiger Athletic Foundation in order to facilitate construction of LSU Football Bowl Victory Recognition Exhibits and related improvements and to execute related agreements as may be reasonably necessary to facilitate the project, and to include in such lease and related agreements such terms and conditions as he deems to be in the best interests of LSU; AND

**BE IT FURTHER RESOLVED** that the Board, pursuant to the Uniform Affiliation Agreement between it and the Tiger Athletic Foundation, finds an acceptable University purpose for Tiger Athletic Foundation to enter into the proposed Lease, and any related or ancillary contracts and agreements reasonably necessary for the project;

10D3. Request to Authorize an Intent to Lease Agreement with the LSU Real Estate and Facilities Foundation for the Charity Hospital Redevelopment Project

The Committee requested the Urban Land Institute (ULI) report be presented to the Board once the report is completed.

Upon motion of Ms. Johnson, seconded by Mr. McCrery, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College authorizes F. King Alexander, in his capacity as President of LSU, or his designee, to execute an Intent to Lease agreement between LSU and the LSU Real Estate and Facilities Foundation (REFF), which agreement shall provide for, in addition to such other terms and conditions as he deems to be in the best interests of LSU, the following:

1. That the REFF will engage the Urban Land Institute (ULI) to conduct a comprehensive land use survey for the Charity Hospital Redevelopment;
2. That the REFF, through a competitive process, will at appropriate stages of the process, engage a nationally respected project advisor with significant experience in similar projects to assist in: (i) the selection of a developer for the Charity Hospital Redevelopment; (ii) the negotiation of terms and conditions of leases, subleases, and related agreements for the Charity Hospital Redevelopment; and (iii) providing limited oversight of any construction called or allowed for in the leases and subleases to ensure compliance by the developer with the terms and conditions of those agreements;
3. That the REFF, through a competitive process and with the advice of the ULI and the project advisor and the participation of the project management committee, may select a developer for the Charity Hospital Redevelopment Project, and negotiate the terms and conditions of a lease between LSU and the REFF and a sublease between the REFF and the developer, as well as other appropriate related agreements;



4. That the REFF will create a project management committee of 16 individuals, seven of whom shall be LSU employees designated by the LSU President and one of whom will be the Commissioner of Administration for the State of Louisiana to advise and make recommendations to the REFF board of directors about issues related to this Resolution; and
5. That any proposed lease, sublease, and other appropriate and related agreements resulting from this process shall be subject to approval by this Board as provided in its Bylaws and the Uniform Affiliation Agreement;

**AND**

**BE IT FURTHER RESOLVED** that the various review, selection, and recommendation processes conducted in accordance with the Intent to Lease Agreement shall be consistent with following planning principles:

1. The process should be conducted with as much transparency as is practical, consistent with the statutorily-required private character of the REFF and the need to protect sensitive proprietary or competitive information submitted by private developers during the selection process; and
2. The process should be guided by the best interests of LSU and the LSU Health Sciences Center-New Orleans, consistent with the broader needs of the New Orleans Medical District as identified by the ULI study; and
3. Any resulting redevelopment of Charity Hospital must stand on its own financially

**10D4. CONSENT AGENDA**

- i. Request from LSU AgCenter to Accept, in Part, the Bequest by Mr. James Pruitt in his Last Will and Testament Concerning Property in Webster Parish, Louisiana
- ii. Request from LSU AgCenter to Approve a Swap of Property to Simplify and Correct Orphaned Boundary Conditions Northeast Research Station, Tensas Parish St. Joseph, Louisiana
- iii. Request from LSU AgCenter to Approve a Sale of Property at the Northeast Research Station, Tensas Parish St. Joseph, Louisiana

Upon motion of Ms. Johnson, seconded by Mr. Jacobs, the Committee voted to unanimously approve the following resolutions:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President of Louisiana State University, at his sole discretion, to accept or renounce, in whole or in part, and subject to a satisfactory Phase 1 environmental assessment, any legacy to the LSU AgCenter in the succession of James Shurrell Pruitt, and to execute any and all documents necessary to effectuate any such acceptance.

**BE IT FURTHER RESOLVED** that F. King Alexander, President of Louisiana State University, or his designee, is authorized to execute any and all agreements with the usufructuary of the James Shurrell Pruitt lands in Webster Parish, Louisiana, and/or any of the beneficiaries of Mr. Pruitt's Last Will and Testament in order to protect the interests of the Louisiana State University Board of Supervisors and the LSU AgCenter.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President, Louisiana State University, to execute agreement(s) necessary to effectuate the property swap with Panola Corporation.

**BE IT FURTHER RESOLVED** that F. King Alexander, President, Louisiana State University, or his designee, be hereby authorized by and empowered for and on behalf of and in the name of the Board of Supervisors, in consultation with General Counsel, to include in the agreement any and all provisions and stipulations that he deems in the best interest of the Louisiana State University Board of Supervisors and the LSU AgCenter.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President, Louisiana State University, to execute lease agreement(s) with highest responsive and responsible bidder(s) for the purpose of generating revenue for the LSU AgCenter to be utilized to address budget shortfalls and/or supplement other priority programs.

**BE IT FURTHER RESOLVED** that F. King Alexander, President, Louisiana State University, or his designee, be hereby authorized by and empowered for and on behalf of and in the name of the Board of Supervisors, in consultation with General Counsel, to include in the lease any and all provisions and stipulations that he deems in the best interest of the Louisiana State University Board of Supervisors and the LSU AgCenter.

Mr. McCollister asked for a motion to adjourn the Committee.

Upon motion of Mr. Jacobs, seconded by Ms. Johnson, the Committee meeting was adjourned.

10E. Athletic Committee

Mr. Chatelain, Chairman of the Athletic Committee, reported that the Committee received three (3) items for Board approval and LSU Head Basketball Coach Frank “Will” Wade addressed the Committee.

10E1. Request from LSU A&M to Approve Employment Contracts with Head Coaches Frank “Will” Wade, Elizabeth Torina, Karen Bahnsen, Sara “DD” Breaux, Co-Head Coach Andres “Andy” Brandi, and Co-Head Coach Christopher Brandi

Mr. Chatelain asked for a motion to approve the resolution with an amendment to withdraw “Elizabeth Torina, Head Coach Softball” from the resolution.

Upon motion of Mr. McCollister, seconded by Mr. Anderson, opposed by Mr. Jacobs, the Committee approved the following amended resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College authorizes Dr. F. King Alexander, President, or his designee, to sign the contracts with Frank “Will” Wade, Head Coach Men’s Basketball; Karen Bahnsen, Head Coach Women’s Golf; Sara “DD” Breaux, Head Coach Gymnastics; Andres “Andy” Brandi, Co-Head Coach Men’s Tennis; and Christopher Brandi, Co-Head Coach Men’s Tennis as described in this item, and to include in such contracts and amendments any terms and conditions as he, in consultation with the General Counsel, deems to be in the best interests of LSU.

10E2. Request from LSU Shreveport to Approve the Employment Contracts with Head Coaches Matthew Cross, Phillip Bohn and Kyle Blankenship

Upon motion of Mr. McCollister, seconded by Ms. Werner, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College authorizes Dr. F. King Alexander, President, or his designee, to approve the contracts with Matthew Cross, Head Coach Women's Basketball; Ashley Holland, Head Coach Women's Soccer; Phillip Bohn, Head Coach Men's Soccer; and Kyle Blankenship, Head Coach Men's Basketball as described in this item, and to include in such contracts and amendments any terms and conditions as he, in consultation with the General Counsel, deems to be in the best interests of LSU.

10E3. Request from LSU A&M to Approve a Contract Amendment for the Multi Media Rights Agreement between LSU and Outfront Media Sports Inc.

Upon motion of Mr. Moore, seconded by Mr. Anderson, the Committee voted unanimously to approve the following resolution:

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President of the Louisiana State University, or his designee, to, acting on behalf and in the name of the Board, and in consultation with legal counsel, to execute this amendment of Section B.5.b. Restriction on Tobacco, Casinos, and Alcohol from the existing Multi-Media Rights Agreement for the benefit of LSU with OUTFRONT Media Sports Inc. and any related document necessary or desirable to accomplish and implement purposes of the Multi-Media Rights Agreement, with all such agreements and documents, as well as any subsequent amendments thereto, to contain the terms and conditions, including prices, that the President deems to be in the best interest of LSU.

Mr. Chatelain, asked for a motion to adjourn the Committee.

Upon motion of Mr. Jacobs, seconded by Mr. Anderson, the Committee was adjourned.

10F. Audit Committee

Mr. Mallett, Chairman of the Audit Committee, reported the Committee received one (1) item for Board approval and one (1) presentation.

10F1. Consideration of FY 2018 Audit Plan

Upon motion of Mr. Moore, seconded by Mr. Yarborough, the Committee voted to unanimously approve the FY 2018 Audit Plan.

10F2. Presentation of FY 2017 4<sup>th</sup> Quarter Audit Summary

The FY 2017 4<sup>th</sup> Quarter Audit Summary was presented to the Audit Committee. A copy of the presentation is on file in the Office of the LSU Board of Supervisors.

11. Consideration of Revisions to the LSU Board of Supervisors Scholarship Policy

Upon motion of Mr. Chatelain, seconded by Ms. Werner, the board voted unanimously to approve the Revisions to the LSU Board of Supervisors Scholarship Policy.

12. Chairman's Report

Mr. Perry recognized Mr. Scott Ballard, Board of Supervisors Chair 2016-17 with a Resolution commending him for his service on the Board.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of Louisiana State University does hereby express its appreciation to Mr. Scott Ballard for his leadership and contributions to the advancement of LSU.

**BE IT FURTHER RESOLVED** that a copy of this resolution be presented to Mr. Ballard as an expression of gratitude from this Board and University, and that this resolution be entered into the permanent record of the Louisiana State University Board of Supervisors.

The Chairman announced the next Board of Supervisors meeting will be held in Baton Rouge at LSU on October 13, 2017.

13. Adjournment

Chairman Perry asked for a motion to adjourn with no further business before the Board.

Upon motion by Ms. Duplessis, seconded by Ms. Werner, the meeting was adjourned.

Stephanie Tomlinson  
Executive Assistant  
LSU Board of Supervisors

Personnel Actions Requiring Board Approval  
per PM 69

October 13, 2017

Personnel Actions Requiring Board Approval per PM69  
October 13, 2017

**LSU A&M**  
**Coach Contracts<sup>1</sup>**

<u>Name</u>	<u>Title</u>	<u>Term Proposed</u>		<u>Current Compensation</u>	<u>Proposed Compensation</u>	<u>% Change</u>
Steven Ensminger	Assistant Coach Football	3/31/2017	3/31/2019	\$300,000	\$325,000	8%

Notes:

1. Coaching contracts contained in this report include those coaches other than Head Coach with a total certain compensation between \$250,000 and \$1,000,000. Head Coach contracts and other coaching contracts exceeding \$1,000,000 total certain compensation are presented separately as Board resolutions under the Athletics Committee Agenda.



## Summary of Athletic Coaching Contract Steven Ensminger , Assistant Coach Football

		<i>Current</i>	<i>Proposed</i>	<i>Change</i>	<i>% Notes</i>
<i>Basic</i>	Term Ends	3/31/2017	3/31/2019	2 Year	a
	Base Salary	\$ 300,000	\$ 325,000	\$ 25,000	8% a
	Supplemental Media Comp.			\$ -	
<i>Incentive</i>	Post-Season (max)	\$ 75,000	\$ 75,000	\$ -	0% b
	Academic (max)	\$ -	\$ -	\$ -	
<i>Benefits</i>	Automobile	\$ 9,600	\$ 9,600	\$ -	
	Other				
<b>Total Certain Compensation</b>		<b>\$ 300,000</b>	<b>\$ 325,000</b>	<b>\$ 25,000</b>	<b>8% c</b>

**Notes**

- (a) Coach Ensminger's contract includes a two year extension with an increase in base salary.
- (b) As per Schedule A of Coach Ensminger's contract, he will receive set amounts for team achievements in SEC and for post season bowl compensation.
- (c) Total Certain Compensation includes all compensation which the coach is contractually guaranteed to receive annually. It does not include the value of any fringe benefits, such as car and cell phone allowances, nor any one-time amounts, such as contract buy-outs or relocation allowances.

Recommended




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Joe Alleva  
Vice Chancellor and Athletic Director

Reviewed, No Objections




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Daniel T. Layzell, Executive Vice President for Finance  
and Administration/CFO

Reviewed, No Objections




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Tom Skinner, LSU General Counsel

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

**EMPLOYMENT AGREEMENT**

This Employment Agreement (“Agreement”) is made and entered into as of this 13th day of October, 2017, by and between BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE (“LSU”), a body corporate existing under the Constitution and laws of the State of Louisiana, herein represented by F. King Alexander, its duly authorized President, and Steven C. Ensminger (“EMPLOYEE”):

1. **Definitions.** For purposes of this Agreement, the following terms shall have the meaning shown:

A. “LSU A&M”: The campus of LSU which is located in Baton Rouge, Louisiana.

B. “President”: The President of LSU.

C. “Athletic Director”: The Vice Chancellor and Director of Athletics at LSU A&M.

D. “Base Salary Amount”: The annual sum of (pro-rated for partial years):

Three Hundred Twenty-Five Thousand and No/100 dollars (\$325,000) – Effective August 1, 2017 through March 31, 2019.

E. “Start Date”: August 1, 2017.

F. “End Date”: March 31, 2019.

G. “Program”: The intercollegiate Football program at LSU A&M.

H. “Team”: The intercollegiate athletic team which is a part of the Program.

2. **Employment.** LSU does hereby employ EMPLOYEE as Assistant Coach of the Team. EMPLOYEE will report directly to the Head Coach of the Team and through him to the

EMPLOYEE: SE

LSU: MAE



Athletic Director. It is the goal of the parties that Employee will serve in such position throughout the term of this Agreement.

3. **Duties and Responsibilities.** As Assistant Coach of Team, EMPLOYEE's duties and responsibilities shall include the following, all subject to law, LSU policy, and the directives, input, and advice of the Athletic Director and the Head Coach of the Team:

- A. Performing all duties reasonably assigned to EMPLOYEE by the Head Coach of the Team or the Athletic Director so long as such duties are consistent with those duties typically assigned to Assistant Coaches at colleges or universities that compete in the college football classification generally known as the Power Five, within the National Collegiate Athletic Association ("NCAA");
- B. Promoting the success of the Team and its student athletes both athletically and academically;
- C. Being reasonably knowledgeable, with reasonable assistance from LSU, of: (i) all applicable federal and state laws governing intercollegiate athletics; and (ii) all governing constitutions, by-laws, rules, policies, interpretations, and regulations of the NCAA, the Southeastern Conference (SEC), LSU, and any other conference or organization of which LSU is or becomes a member during the term of this Agreement; all hereinafter collectively referred to as "**Governing Athletics Regulations**";
- D. Complying with all Governing Athletics Regulations;

- E. Promptly reporting any known or reasonably suspected violation(s) of Governing Athletics Regulations to the Athletic Director and the Associate Athletic Director for Compliance;
- F. Cooperating fully in any investigation of possible NCAA violations conducted or authorized by LSU, the SEC, or the NCAA at any time;
- G. Reasonably observing, respecting, and promoting the principles of institutional control in the Program;
- H. Reasonably understanding, observing, upholding, and promoting LSU's written academic standards, requirements, and policies, and reasonably promoting an environment in which admissions, financial aid, academic services for student athletes, and recruiting can be conducted consistent with LSU's mission;
- I. Cultivating and maintaining reasonable interaction with members of the LSU community, in accordance with the policies and instructions of the Head Coach of the Team and the Athletic Director;
- J. Using reasonable efforts to exercise due care and supervision to ensure that all student athletes and other individuals under or subject to EMPLOYEE's control, authority, or supervision comply with all Governing Athletics Regulations and act in accordance with the high moral, ethical, and academic standards of the Program and LSU;
- K. Using reasonable efforts to promote the goal of LSU that every student athlete obtains a baccalaureate degree, and reasonably cooperating with academic

EMPLOYEE: 

LSU: 

counselors or similar persons designated by LSU to assist student athletes and the faculty and administrators of LSU in connection with the academic pursuits of student athletes;

- L. Performing these duties at all times in a manner consistent with good sportsmanship and in accordance with the high moral, ethical, and academic standards of the Department of Athletics and LSU; and
- M. Performing all other reasonable duties customarily performed by football assistant coaches serving at colleges or universities that compete in the NCAA college football classification generally known as the Power Five.

4. **Term.** The term (the “Term”) of this Agreement shall be for a definite term, commencing on the Start Date and ending on the End Date unless terminated sooner in accordance with Section 11 of this Agreement. This Agreement will automatically be renewed for an additional period of one year effective the day after the End Date and each anniversary thereof unless the Agreement has been terminated pursuant to Section 11 or written notice of non-renewal has been given by either party at least 30 days before the End Date.

5. **Base Salary.** LSU agrees to pay EMPLOYEE the Base Salary Amount annually, in twelve (12) equal monthly installments on LSU’s regular monthly payroll date. The Base Salary Amount shall be reviewed at the end of each season of Program and may be adjusted at that time by the Athletic Director, subject to recommendation, review, and approval pursuant to LSU personnel policies. However, in no event will EMPLOYEE’S Base Salary Amount be reduced as a result of any such review.

EMPLOYEE: 

LSU: 

**6. Supplemental Compensation.**

- A. In addition to the salary described above, EMPLOYEE each contract year may receive Supplemental Compensation in an amount not to exceed Ten Thousand and No/100 (\$10,000.00) dollars contingent on EMPLOYEE appearing on or participating in, as requested, University sanctioned television, radio and internet program concerning LSU and the Team. The amount of Supplemental Compensation to EMPLOYEE shall be based on the number of radio, television, and internet programs in which the EMPLOYEE participates or appears and shall be determined by the Athletic Director. Any amount earned by EMPLOYEE pursuant to this provision shall be considered earned on the date(s) on which EMPLOYEE appears on or participates in the television, radio, and internet programs and shall be paid within 30 days of the last game played by Team in its season, including post season play.
- B. Without the prior written approval of the President, EMPLOYEE shall not appear on, or in, any radio, television, or internet programs or other electronic medium other than those produced or sponsored by LSU, except routine news media interviews for which no compensation is received. EMPLOYEE shall not appear in or make any commercial or make any commercial endorsement without the prior written approval of the President and the Athletic Director. Such approval shall not be unreasonably withheld.

EMPLOYEE: 

LSU: 

7. **Incentive Compensation.**

- A. **Post-Season Incentive Compensation.** In the event the Team participates in post-season game(s), EMPLOYEE may earn Post-Season Incentive Compensation as additional compensation for the extra services required of EMPLOYEE in the preparation for and participation in post-season play, in accordance with LSU's policies and procedures. The additional sum or sums, if payable, shall be considered earned only if EMPLOYEE is coaching Team on the date of the game at which a post-season goal is attained (or, for SEC Regular Season Champion, the date of the last SEC game in Team's sport played by any SEC team during the regular season) and shall be paid within sixty (60) days following the final post-season game in which Team participates. This Post-Season Incentive Compensation shall be in the amounts and for meeting the goals set forth in Schedule A, which is attached to and made a part of this Agreement. Post-Season Incentive Compensation may be payable from affiliated foundation funds, subject to approval of LSU and the involved foundation.
- B. **Academic Incentive Compensation.** In the event LSU adopts policies and procedures providing for incentive payments to EMPLOYEE for attainment by the Team of certain academic performance goals, LSU will pay EMPLOYEE Academic Incentive Compensation in accordance with those policies and procedures. The additional sum or sums, if payable, shall be considered earned on the date(s) set forth in such policies and procedures. More than one (1) academic incentive may be earned by EMPLOYEE during a single contract year; however, the total amount of Academic Incentive Compensation shall not exceed any cap


EMPLOYEE: 

LSU: 

established for such compensation in LSU's policies and procedures. Academic Incentive Compensation may be payable from affiliated foundation funds, subject to approval of LSU and the involved foundation. To be eligible for such compensation, EMPLOYEE must be employed by LSU on the date on which the incentives are considered earned.

8. **Retirement and Fringe Benefits.** EMPLOYEE shall be entitled to participate in the retirement and fringe benefit programs available to all unclassified professional LSU employees, with contributions and benefit amounts (including state retirement benefits) based only upon the Base Salary Amount and any Post-Season Incentive Compensation and in accordance with the limitations of state retirement laws and regulations. EMPLOYEE acknowledges that sums paid or authorized under Sections 6 (Supplemental Compensation), 7.B (Academic Incentive Compensation), 8 (Retirement and Fringe Benefits), 9 (Additional Revenue), and 10 (Sports Camps) shall not be considered "base pay," "earned compensation," or "earnable compensation" as such terms are defined in Louisiana Revised Statutes 11:403 and 11:701, or other applicable Louisiana retirement laws, and shall not be included as compensation for the purpose of computation of retirement benefits. EMPLOYEE understands and agrees that no contributions for purposes of any State of Louisiana retirement program will be made by LSU or withheld from EMPLOYEE's compensation except as to the Base Salary Amount and any earned Post-Season Incentive Compensation, and EMPLOYEE shall not be entitled to any retirement benefits that may otherwise be attributable to any other compensation paid pursuant to this Agreement. During the term of this Agreement and in accordance with applicable LSU policy and applicable law, EMPLOYEE will also receive the following

EMPLOYEE: 

LSU: 

benefits, part or all of which may be payable from affiliated foundation funds, subject to approval of LSU and the involved foundation:

- A. Membership(s) in a social club, such as the University Club of Baton Rouge, provided that: (i) monthly dues shall be payable from affiliated foundation funds, subject to approval of such involved foundation which shall not be unreasonably withheld; (ii) business-related (non-personal) expenses incurred in accordance with LSU and foundation policy will be reimbursed from affiliated foundation funds; and (iii) EMPLOYEE shall be responsible for payment of all personal charges;
- B. Mobile communications device and service for business purposes; and
- C. (i) An annual automobile allowance in an amount not to exceed \$800 per month or, to the extent consistent with state ethics law, use of courtesy vehicle(s) provided by dealership(s); and (ii) related automobile insurance reimbursed from affiliated foundation funds.
- D. As part of any third-party apparel and/or equipment related contract with LSU, COACH acknowledges and agrees that TEAM may be provided and/or allocated apparel and/or equipment from and by LSU, which apparel and equipment shall be used exclusively and solely by COACH in furtherance of COACH's employment duties and Team-related activities as applicable to COACH's employment with LSU.

9. **Additional Revenue.**

A. Subject to the limitations imposed by this Section and compliance with applicable laws and Governing Athletics Regulations, if any, and LSU's PM-11, EMPLOYEE may earn or receive other revenue ("Additional Revenue") while employed by LSU, including sponsoring or working with sports camps or clinics, provided, however, that EMPLOYEE shall obtain prior written approval from the Athletic Director or President, which approval shall not be unreasonably withheld, before engaging in any commercial or private venture, including the use of EMPLOYEE's name by any commercial, public or private entity.

B. LSU does not guarantee any amount of Additional Revenue.

10. **Sports Camps.** Subject to limitations imposed by this Section and compliance with applicable laws, LSU policies and procedures, and Governing Athletics Regulations, EMPLOYEE may operate or work at sports camps/clinics at LSU. LSU does not guarantee or provide any supplemental compensation or additional income to EMPLOYEE from operation of sports camps/clinics. EMPLOYEE shall not be permitted to sell, assign, lease, donate or otherwise transfer any ownership, assets or interests in such a camp or clinic to any other person or entity, without the prior written approval of the President.

11. **Termination.** This Agreement may be terminated by the parties as follows:

A. **Termination by LSU for Cause.** This Agreement may be terminated for cause by LSU, acting through the President, at any time prior to its expiration, upon written notice to EMPLOYEE. In the event of termination for cause, EMPLOYEE's Base Salary Amount, Supplemental Compensation (if any), and all other compensation





turpitude or breaches the high moral and ethical standards applicable to EMPLOYEE as a visible representative of LSU;

- (4) Unreasonably refusing or repeatedly failing to perform any duties imposed upon EMPLOYEE herein (including, but not limited to, those duties and responsibilities set forth in Section 3 of this Agreement), or failing to perform the same to the best of EMPLOYEE's reasonable ability, after written notice to EMPLOYEE of LSU's reasonable expectation;
- (5) Knowingly committing material or repeated violations of any provision of this Agreement, provided said initial violations are not cured within ten (10) days of EMPLOYEE's receipt of written notice of the same;
- (6) Prolonged absence from LSU without its consent, which will not unreasonably be withheld;
- (7) (i) Committing fraud in the performance of any duties and responsibilities herein, including, but not limited to, fraud in the preparation, falsification, or alteration of documents or records of LSU, the NCAA, or the SEC, or documents or records pertaining to any recruit or student athlete, including without limitation transcripts, eligibility forms, and compliance reports; or (ii) counseling, instructing, encouraging, or knowingly permitting any other person to commit such fraud;
- (8) (i) Failing to respond accurately and fully within a reasonable time to any reasonable requests or inquiry relating to the performance of any duties herein or during any prior employment at any other institution of higher learning, which request or inquiry is propounded by LSU, the NCAA, the

EMPLOYEE: 

LSU: 

SEC or any other governing body having supervision over the athletic programs of LSU or such other institution of higher education, or required by law or Governing Athletics Regulations; or (ii) counseling, instructing, encouraging, or knowingly and intentionally permitting any other person to fail to so respond;

- (9) (i) Participating in any gambling, bookmaking, wagering, or betting involving any athletic contest whether by soliciting, placing, or accepting a bet or wager or through a bookmaker, a pool, or any other method of gambling; or (ii) counseling, instructing, encouraging, or knowingly and intentionally permitting any student athlete or other individual under or subject to EMPLOYEE's control, authority, or supervision to participate in such activity;
- (10) (i) Furnishing any information or data, other than information or data provided to the general public through press conferences, news releases, and the like, relating in any manner to any intercollegiate sport or any student athlete to any individual whom EMPLOYEE knows (or has constructive knowledge) to be a gambler, bettor, or bookmaker, or an agent of any such person; or (ii) counseling, instructing, or encouraging any student athlete or other individual under EMPLOYEE's control, authority, or supervision to furnish such information or data;
- (11) Using or consuming alcoholic beverages or controlled substances, steroids, or other drugs or chemicals to such degree and for such appreciable period

as to substantially impair EMPLOYEE's ability to perform the duties herein;

- (12) Selling, purchasing, using, or possessing any controlled substances, steroids, or other drugs or chemicals, the sale, purchase, use, or possession of which by EMPLOYEE is prohibited by law or Governing Athletics Rules. The provisions of this subsection do not prohibit the use or possession of substances or drugs lawfully prescribed by a healthcare provider, and used in accordance therewith;
- (13) Knowingly encouraging or permitting the sale, purchase, use, or possession by any student athlete or other individual under EMPLOYEE's control, authority, or supervision of any controlled substances, steroids, or other drugs or chemicals, the sale, purchase, use, or possession of which by such person is prohibited by law or Governing Athletics Rules;
- (14) (i) Failing to reasonably cooperate in the investigation and enforcement of Governing Athletics Regulations; or (ii) counseling, instructing, or encouraging any other person to fail to cooperate in such investigation and enforcement;
- (15) Subject to any right of administrative appeal permitted or granted to EMPLOYEE by the NCAA or SEC, the making or rendition of a finding or determination by the NCAA, SEC, or any commission, committee, council, or tribunal of the same, of any major or repetitive violations by EMPLOYEE of NCAA or SEC rules, or of any such major or repetitive violations by others under the direct supervision of EMPLOYEE which

were knowingly and intentionally permitted, encouraged, or condoned by EMPLOYEE, or about which violations EMPLOYEE knew and should have acted reasonably to prevent, limit, or mitigate (it is recognized that this subsection includes findings or determinations of violations during employment of EMPLOYEE at any other institution of higher education);  
or

- (16) Failing to report promptly to the Athletic Director and the Associate Athletic Director for Compliance any material violations of Governing Athletics Regulations involving the Team of which EMPLOYEE has actual knowledge.

**B. Termination by LSU Without Cause.**

- (1) LSU shall have the right to terminate this Agreement without cause upon written notice to EMPLOYEE. In such event, LSU will pay EMPLOYEE liquidated damages, in lieu of any and all compensation or sums otherwise due under the terms of this Agreement, and in lieu of any and all other legal remedies or equitable relief as detailed below. In the event of termination by LSU without cause, EMPLOYEE's Base Salary Amount, Supplemental Compensation (if any), Fringe Benefits, and all other compensation and benefits provided for in this Agreement shall terminate on the termination date, and LSU shall not thereafter be liable to EMPLOYEE for any sums or damages other than the liquidated damages provided for herein and any compensation earned pursuant to this Agreement prior to the termination date. The termination date shall be the date on which written notice of

EMPLOYEE: 

LSU: 

termination is given, or on such later date as may be set forth by LSU in the written notice of termination.

- (2) Liquidated damages under this Section 11.B will be the Base Salary Amount and the guaranteed Supplemental Compensation Amount, if any, for the remaining term of this Agreement, including any extended term. A partial year shall be prorated.
- (3) Liquidated damages under this Section 11.B will be paid in equal monthly installments over a period of time equal to the amount of time then remaining in the term of this Agreement, including any extended term.
- (4) In the event of termination by LSU without cause, the amount of liquidated damages owed by LSU under this Section 11.B shall be reduced and extinguished by and to the extent of any compensation EMPLOYEE earns, receives, or is entitled to receive from the termination date until LSU's obligation pursuant to this Section 11.B to EMPLOYEE terminates or ceases to exist. EMPLOYEE shall exercise due diligence and good faith in seeking other athletically-related employment as soon as practicable at a prevailing market salary resulting from arm's length negotiations. In the event EMPLOYEE obtains other employment, EMPLOYEE will notify LSU and provide any and all documentation requested by LSU to determine the amount of compensation received by EMPLOYEE and the amount of offset due to LSU.
- (5) The parties have bargained for this liquidated damages provision, giving consideration to the following: This is a contract for personal services. The

EMPLOYEE: 

LSU: 

parties recognize that termination of this Agreement by LSU prior to its expiration by lapse of term would cause EMPLOYEE to lose the salary, supplemental compensation, fringe benefits, certain other LSU-provided benefits, and possibly other income and benefits provided by third parties, which damages are impossible to determine with certainty. As such, the damages to be suffered by EMPLOYEE in the event of a termination of this Agreement by LSU without cause are difficult to presently and accurately estimate. In addition, the parties expressly agree that all liquidated damages provided for herein are not in any way a donation or a penalty, but rather are a good faith estimate of damages that will be incurred in the event of termination.

**C. Termination by EMPLOYEE Without Cause.**

- (1) EMPLOYEE shall have the right to terminate this Agreement without cause upon written notice to LSU. In the event EMPLOYEE terminates this Agreement without cause, EMPLOYEE will pay LSU liquidated damages, in lieu of any and all other legal remedies or equitable relief. In the event of termination by EMPLOYEE without cause, EMPLOYEE's Base Salary Amount, Supplemental Compensation (if any), Fringe Benefits, and all other compensation and benefits provided for in this Agreement shall terminate on the termination date which, unless otherwise agreed to in writing by LSU and EMPLOYEE, shall be the earlier of: (i) the date on which EMPLOYEE provides written notice of termination to LSU; (ii) the date on which EMPLOYEE accepts employment from another employer; or

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EMPLOYEE: JS

LSU: MLW

(iii) the date on which EMPLOYEE performs any work or services of any kind or nature whatsoever on behalf of or for the benefit of another employer. EMPLOYEE shall be obligated and hereby agrees to provide LSU written notice of termination within twenty-four (24) hours of accepting employment, whether verbally or in writing, with another employer. LSU shall not thereafter be liable to EMPLOYEE for any sums or damages other than any compensation earned pursuant to this Agreement prior to the termination date.

- (2) Liquidated damages under this Section 11.C shall be (i) fifty percent (50%) of all remaining guaranteed Base Salary and Supplemental Compensation due under the Agreement on the termination date if EMPLOYEE accepts employment in a non-head coaching position with another Southeastern Conference football program or a Division I-A Football Bowl Subdivision program within a 500 mile radius of LSU; or (ii) twenty percent (20%) of all remaining guaranteed Base Salary and Supplemental Compensation due under the Agreement on the termination date if EMPLOYEE terminates this Agreement without cause for any non-head coaching employment or reason other than that defined in Section 11(C)(2)(i), above. EMPLOYEE shall have the option to pay such amount in a lump sum or in equal monthly installments over a period of time equal to the amount of time then remaining in the Agreement, including any extended term. EMPLOYEE must notify LSU in writing of the payment option he elects on or before the date the first monthly installment would be due. If EMPLOYEE elects the

EMPLOYEE: 


LSU: 



lump sum option, payment in full shall be due on or before sixty (60) days after the termination date. If EMPLOYEE elects to pay in monthly installments, each installment shall be due on or before the last day of each remaining month in the Agreement.

- (3) Liquidated damages under this Section 11.C may be waived, in the discretion of the Athletic Director, if EMPLOYEE is not in breach of any provision of this Agreement and LSU determines that such a waiver would serve the best interests of LSU, considering factors such as, but not limited to, EMPLOYEE's length of service with LSU, whether EMPLOYEE is taking another athletically-related job, the impact the timing of EMPLOYEE's notice has on the Team (whether it is given before, during, or after the Team's season and recruiting period), EMPLOYEE's ability and willingness to assist LSU if requested during any transition period (such as during post-season play after giving notice at the end of the regular season), ease of recruiting a replacement for EMPLOYEE, and the impact requiring the payment of liquidated damages would have on recruiting and retaining other similarly-situated coaches.
- (4) The parties have bargained for this liquidated damages provision, giving consideration to the following: This is a contract for personal services. The parties recognize that termination of this Agreement by EMPLOYEE prior to its expiration by lapse of term, including any extended term, would cause LSU to incur administrative, recruiting, and resettlement costs in obtaining a replacement for EMPLOYEE's position with Team, in addition to

EMPLOYEE: 

LSU: 

potentially increased compensation costs and loss of ticket revenues, loss of recruits or current student-athletes, and intangible damages such as damages to LSU and/or the Program's reputation and goodwill, which damages are impossible to determine with any certainty. EMPLOYEE recognizes that his promise to work for LSU until this Agreement's expiration by lapse of term (including any extended term) is an essential consideration of and a material inducement for LSU's decision to employ him in the position described in Section 2, above. EMPLOYEE also recognizes that LSU is making a highly valuable investment in his continued employment by entering into this Agreement and its investment would be lost or diminished were he to resign or otherwise terminate his employment with LSU prior to the End Date (including any extended term). The payment owed pursuant to this liquidated damages provision is to reimburse LSU for expenses resulting from EMPLOYEE's early resignation or termination, including but not limited to: (i) searching for, recruiting and hiring a replacement for EMPLOYEE, (ii) relocating a replacement employee, and (iii) buying out the previous contract, if applicable, of a replacement employee. EMPLOYEE expressly agrees that the amount of liquidated damages provided for herein is a reasonable approximation of the harm that LSU will incur in the event of such early termination by EMPLOYEE. In addition, the parties expressly agree that all liquidated damages provided for herein are not in any way a donation or a

EMPLOYEE: 

LSU: 

penalty, but rather are a good faith estimate of damages that will be incurred in the event of termination.

- (5) Unless notice of termination under this Section 11 has been given by either party, neither EMPLOYEE nor EMPLOYEE's agent or representative shall, under any circumstances, discuss or negotiate directly or indirectly prospective employment with any other institution of higher education, professional athletic team, or other athletically-related (including media and sports marketing) prospective employer without giving at least 24 hours prior written notice to the Athletic Director.

**D. Suspension or Other Disciplinary Action.**

- (1) In lieu of termination for cause, and apart from any rights it may have under Section 11.A, LSU may impose disciplinary sanctions less severe than termination upon EMPLOYEE, up to and including suspension or leave without pay for a period no longer than ninety (90) days for any act or omission which would be grounds for termination for cause. Imposition of such sanctions shall be at the discretion of LSU, which shall not be exercised arbitrarily or capriciously.
- (2) LSU may suspend EMPLOYEE for an indefinite period during any investigation by LSU, another governmental entity, or the NCAA or SEC to determine whether EMPLOYEE has violated any laws or Governing Athletics Regulations. During such suspension, EMPLOYEE shall receive only the Base Salary Amount, and shall not be entitled to receive any other benefits, compensation or remuneration set forth in this Agreement for the

EMPLOYEE: 

LSU: 

period of such suspension. If the matter giving rise to the suspension is finally resolved completely in favor of EMPLOYEE, and does not otherwise represent an independent basis for termination herein for cause, LSU shall pay or make available to EMPLOYEE the benefits and other compensation herein otherwise payable to EMPLOYEE during the period of suspension. Any such benefits which are payable pursuant to this Agreement by an affiliated foundation shall only be paid by such affiliated foundation, subject to its approval. Suspension under this subsection shall not be considered a waiver of nor shall it limit any rights of LSU to terminate EMPLOYEE for cause.

- (3) EMPLOYEE shall be subject to disciplinary or corrective action by the NCAA or SEC for any violation of NCAA or SEC regulations, respectively. Such action by the NCAA or the SEC shall not preclude or in any manner affect LSU's right to take such other corrective or disciplinary action as it deems necessary or proper, including termination for cause.

E. **Termination by Death or Disability.** In the event of the death of EMPLOYEE or the incapacity of EMPLOYEE to perform the obligations described in this Agreement with or without reasonable accommodation by reason of illness or some other occurrence beyond the control of either party, and such inability to perform has continued or will continue indefinitely or beyond a reasonable period of time, which shall not be less than sixty (60) days, unless otherwise mutually agreed to by the parties in writing, this Agreement shall terminate as a termination with cause

and all future obligations between the parties shall cease upon the termination date reasonably established by LSU, unless otherwise required by law.

F. **Exclusive Remedies and Waiver of Claims.** The financial consequences of termination of this Agreement or suspension herein are exclusively set forth herein. Therefore, with the sole exception of payments required by this Agreement, in any instance of termination for cause or without cause, or suspension or other disciplinary sanction effected in accordance with the procedures established in this Agreement, neither EMPLOYEE nor LSU shall be entitled to receive, and each hereby waives any claim against the other, and their respective board members, officers, directors, agents, employees, successors, and personal representatives for consequential damages by reason of any alleged economic loss, including without limitation loss of collateral income, deferred income, loss of earning capacity, loss of business opportunity, loss of perquisites, loss of fees from speaking, camps or other outside activity, or expectation income, or damages allegedly sustained by reason of alleged humiliation or defamation or other non-compensatory and compensatory damages and attorney's fees resulting from the fact of termination, the public announcement thereof, or the release by LSU or EMPLOYEE of information or documents required by law. EMPLOYEE acknowledges that in the event of either termination of this Agreement for cause, without cause, or otherwise, or suspension or other disciplinary sanction effected in accordance with the procedures established in this Agreement, EMPLOYEE shall have no right to occupy the position set forth in Section 2, above, and that EMPLOYEE's sole remedies are provided herein and shall not extend to injunctive relief. EMPLOYEE

EMPLOYEE: 

LSU: 

further acknowledges and agrees that EMPLOYEE is not eligible for and will not be considered for or granted tenure by LSU.

12. **Retention and Return of all Materials, Records, and Other Items.** All documents, records, or materials, including without limitation personnel records, recruiting records, team information, films, statistics, or any other material or data furnished to EMPLOYEE by LSU or developed by EMPLOYEE on behalf of or at the expense of LSU or otherwise in connection with LSU's employment of EMPLOYEE are and shall remain the sole and confidential property of LSU. EMPLOYEE shall be entitled to retain a copy of game plans, self-scout reports and cut ups developed during the term of this Agreement. Within ten (10) days following the expiration or termination of this Agreement, EMPLOYEE shall cause any such materials in EMPLOYEE's possession or control to be delivered to LSU. At the same time, EMPLOYEE shall return to LSU all credit cards, keys, computers, mobile communication devices and other items belonging to LSU which were issued to or are in the possession of EMPLOYEE.

13. **Entire Contract.** This Agreement, including Schedule A, constitutes and expresses the entire agreement and understanding of the parties concerning the employment of EMPLOYEE by LSU and shall, upon the effective date hereof, supersede any other oral or written agreements between the parties. There are no oral or other agreements, understandings, promises, or representations between the parties affecting this Agreement. Both parties have relied solely on their own respective judgments in entering into this agreement, with full opportunity to seek advice of competent counsel. It shall be construed, if necessary, without reference to the party that was the principal drafter of the Agreement.

EMPLOYEE: 

LSU: 

14. **Amendments to Contract.** This Agreement may be amended only by a written instrument duly approved by LSU through its designated representatives and accepted by EMPLOYEE, such approval and acceptance to be acknowledged in writing. Except where expressly indicated in this Agreement, the written approval of the LSU Board of Supervisors shall be required to amend or waive any terms or conditions set forth herein. EMPLOYEE expressly acknowledges that it would be unreasonable to rely upon any oral representations, or any representations made by anyone other than the particular LSU representative(s) authorized by this Agreement, that purport to amend or waive any terms of this Agreement.
15. **Severability.** If any provision of this Agreement shall be deemed invalid or unenforceable, either in whole or in part, this Agreement shall be deemed amended to delete or modify, as necessary, the offending provision or to alter the bounds thereof in order to render it valid and enforceable.
16. **No Waiver of Default.** No waiver by the parties hereto of any default or breach of any covenant, term or condition of this Agreement shall be deemed to be a waiver of any other default or breach of the same or any other covenant, term or condition contained herein.
17. **Sovereign Immunity Not Waived.** It is expressly agreed and understood between the parties that nothing contained herein shall be construed to constitute a waiver or relinquishment by LSU of any rights to claim such exemptions, privileges and immunities as may be provided by law.
18. **"Force Majeure" Clause.** Neither party shall be considered in default of performance of any obligations under this Agreement if such performance is prevented or delayed by Force Majeure. "Force Majeure" shall be understood to be any cause which is beyond the

EMPLOYEE: 

LSU: 

reasonable control of the party affected and which is forthwith, by notice from the party affected, brought to the attention of the other party, including but not limited to war, hostilities, revolution, civil commotion, strike, lockout, epidemic, accident, fire, wind or flood or any requirement of law, legislative enactment, or executive order, or an act of God.

19. **Governing Laws.** This Agreement shall be enforced and construed in accordance with the laws of Louisiana. Any civil action to enforce this Agreement shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties that is domiciled in East Baton Rouge Parish, Louisiana.



THE PARTIES hereto have executed this Agreement on the day, month and year first above written.

BOARD OF SUPERVISORS OF LOUISIANA  
STATE UNIVERSITY AND AGRICULTURAL  
AND MECHANICAL COLLEGE

By: \_\_\_\_\_  
F. King Alexander, President                      Date  
Louisiana State University and  
Agricultural and Mechanical College

Steve C. Ensminger                      9/11/17  
Steven C. Ensminger                      Date

**RECOMMENDED:**

Joseph Alleva  
Joseph Alleva, Vice Chancellor and Athletic Director  
Louisiana State University and  
Agricultural and Mechanical College

Daniel T. Layzell  
Daniel T. Layzell, Executive Vice President for Finance and Administration/CFO  
Louisiana State University and  
Agricultural and Mechanical College

**Schedule A – Supplemental Terms for Steven C. Ensminger**

This Schedule A supplements and further defines the provisions of the Employment Agreement dated October 13, 2017, entered into between LSU and Steven C. Ensminger, to which it is attached (the “Agreement”). In the event of a direct and clear conflict between the other provisions of the Agreement and this Schedule A, the provisions of this Schedule A shall control.

1. Subject to the terms and conditions set forth in Section 7.A of the Agreement, EMPLOYEE shall receive Post-Season Incentive Compensation in the amounts, and based on attaining the goals, shown below. The maximum aggregate amount of Post-Season Incentive Compensation paid shall be \$75,000:

- a) Western Division Representative SEC Championship Game                      \$10,000 OR  
SEC Champions    \$15,000

AND the highest goal attained of any one of the following:

- b) Non College Football Playoff (CFP) Bowl Participant                      \$10,000 OR
- c) CFP Bowl Participant    \$25,000 OR
- d) CFP Semifinal Game Participant    \$35,000 OR
- e) CFP National Championship Game Participant                                      \$45,000 OR
- f) CFP National Champion    \$60,000

2. All other provisions of the Agreement remain unchanged.

**[Signatures on Next Page]**

EMPLOYEE: 

LSU: 



Louisiana State University  
Office of Internal Audit

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# **Quarterly Audit Summary**

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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## Louisiana State University and A&M College

### **1712 - Athletics Compliance: Financial Aid**

#### Audit Initiation:

This review originated as a scheduled audit from the FY 2017 Board-approved audit plan. The engagement was performed in collaboration with consulting firm Baker Tilley.

#### Audit Scope and Objectives:

The scope of this audit included controls executed at LSU A&M for student athlete financial aid related to the 2015-2016 academic year. The primary objective of our review was to verify compliance with National Collegiate Athletic Association Article 15 – Financial Aid.

#### Audit Findings:

We found no instances of non-compliance in our testing.

#### Management's Response and Corrective Action Plan:

A management response was not required.

### **1710 - Accounting and Reporting**

#### Audit Initiation:

This review originated as a scheduled audit from the FY 2017 Board approved audit plan.

#### Audit Scope and Objectives:

Our limited review included various accounts for LSU Ag Center, LSU Eunice and LSU Alexandria. The scope of the work included accounting transactions recorded in Workday for the period July 1, 2016 to June 26, 2017.

#### Review procedures included the following:

- Cost Center – review transactions for cost center and consistency
- Program/Project/Grant/Gift/Agency Clearing – review transactions for one of these work tags
- Ledger Account – review transactions for ledger account and consistency
- Function – review expense transactions for Function and consistency

# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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- Revenue/Spend Category – review transactions to ensure expenses had spend categories and revenues had revenue categories
- Reviewed like transactions for like cost center/ledger/function/revenue or spend categories
- Reviewed for possible miscoding; credits in an expense; debits in revenue
- Reviewed various funds to ensure they reconciled

## Audit Findings:

Although our limited testing found financial transactions that were inadequately recorded in each area, Accounting Services had established a process for identifying those types of transactions and was in the process of resolving them.

## Pennington Biomedical Research Center

### **Property and Fleet Programs Review (LPAA)**

#### Audit Initiation:

This external audit was completed by the Louisiana Property Assistance Agency (LPAA).

#### Audit Scope and Objectives:

The purpose of the audit was to ensure compliance with state property control regulations and focused on the fiscal year July 1, 2016 through June 30, 2017.

#### Audit Findings:

1. Assets not entered into the State's asset management platform (AMP) within 60 days of receipt
2. Incorrect or missing information in AMP
3. Missing or illegible property tags

#### Management's Response and Corrective Action Plan:

Management provided responses that included corrective actions to be taken to address each of the findings.

# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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## Louisiana State University Eunice

### **Student Financial Assistance Compliance Review (LOSFA)**

#### Audit Initiation:

This external audit was completed by the Louisiana Office of Student Financial Assistance (LOSFA).

#### Audit Scope and Objectives:

The focus of the review was to determine the school's compliance with state and program regulations as well as LOSFA policies and procedures governing each program. The scope included award recipients of the Taylor Opportunity Program for Students (TOPS) or the Louisiana Go Grant in award years 2014/2015 and 2015/2016.

#### Audit Findings:

The review identified academic data reflected on the college transcript that did not correspond to the data transmitted to LOSFA for two of the 30 students in the TOPS sample. In both cases, the student was granted a grade change for one course after the term had completed and subsequent to the Financial Aid Office's data submission to LOSFA.

#### Management's Response and Corrective Action Plan:

LOSFA noted that the finding was satisfactorily resolved and no further response was required.

## Louisiana State University Health Sciences Center Shreveport

### **Sponsored Program Administration**

#### Audit Initiation:

This review originated as a scheduled audit from the FY 2017 Board-approved audit plan.

#### Audit Scope and Objectives:

The scope of the audit included charges to federally-sponsored projects for the period July 1, 2015 to June 30, 2016, for all LSUHSC-S.

# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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The objectives of this audit included an evaluation the following:

- Controls implemented by the university to ensure that charges to federally-sponsored projects comply with Federal Uniform Guidance and/or LSUHSC-S policy as follows:
  - Charges are allowable and timely
  - Charges are reviewed and approved at the appropriate level
  - Cost transfers are timely and justified adequately
- Controls implemented by the university to ensure personnel expenses charged to federally-sponsored projects comply with the Federal Uniform Guidance and/or LSUHSC-S policy as follows:
  - Time and effort certification reports are updated to actual on a timely basis
  - Payroll distribution matches the time and effort certification report and the Personnel Status Change (PER-3) on file

Audit Findings:

Based on testing performed, we noted the following:

- Non-compliance with the cost principles mandated by Federal Uniform Guidance related to terminal pay and institutional rebates charged to federal programs.
  - Including terminal pay in fringe reimbursement rate and charging directly to grants
  - Institutional rebates related to research material and supply purchases are not credited to federally- sponsored projects
- Charges to federal projects for time and effort certification were not adequately documented.
- Charges to federal projects are not adequately monitored for compliance with federal regulations.
- Justification of cost transfers was not adequately documented.

Management's Response and Corrective Action Plan:

Management concurred with our recommendations and is in the process of implementing corrective action plans.



# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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## Louisiana State University Shreveport

### **Bookstore Review**

#### Audit Initiation:

This review originated as a management request.

#### Audit Scope and Objectives:

The scope of the audit included transactions related to bookstore activity for the period July 1, 2014 to June 30, 2016.

The objectives of this audit included an evaluation of the following:

- Controls implemented to ensure inventory is justified, controlled and tracked
- Accounting procedures in place to ensure timely reconciliations of activity in Missouri Book System (MBS) to the accounting system
- The process for monitoring and reconciling the book buyback process

#### Audit Findings:

Based on testing performed, we noted the following:

- Inadequate controls over inventory
  - MBS system not being reconciled
  - SKU numbers not being verified upon receipt of inventory
  - Inadequate segregation of duties in purchasing and receiving
  - Inadequate approval or documentation of write-offs, dead books, obsolete inventory and adjustments
- Inadequate monitoring and reconciliation
  - Bookstore activity not being reconciled to accounting system
  - MBS system activity not being reconciled to purchases
  - Voided, overrides and discounts not appropriately reviewed
- No cash controls in place to monitor book buyback process/reconciliation.

#### Management's Response and Corrective Action Plan:

Management concurred with our recommendations and is in the process of implementing corrective action plans.

# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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## Louisiana State University Health Sciences Center New Orleans

### **Financial Internal Controls**

Audit Initiation:

This review originated as a scheduled audit from the FY 2017 Board-approved audit plan.

Audit Scope and Objectives:

The objectives of this audit were to determine whether expected financial controls are in place in the selected areas of:

- Accounts Payable
- Purchasing
- Travel
- Information Technology
- Governance

The scope of our work included financial transactions for the period July 1, 2015 to December 31, 2016. Scope activity included reviews of policies and procedures, and controls, interviews with department personnel, process walkthroughs, analysis of data for all in-scope areas, and other department records.

Audit Findings:

There were no reportable exceptions in our testing.

Management's Response and Corrective Action Plan:

A management response was not required.

## Multi-campus

### **Information Technology (IT) Risk Assessment**

Audit Initiation:

This project was performed by Postlethwaite & Netterville, APAC to assist us in the assessment of university-wide information technology (IT) risks to support the development of an IT internal audit plan for Fiscal Year 2018.

# Quarterly Audit Summary

*Fiscal Year 2017, 4<sup>th</sup> Quarter*

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## Audit Scope and Objectives:

The objectives were to identify key IT risks at each of the LSU institutions, aggregate and analyze at an enterprise level, and develop and recommend an IT audit plan to help further evaluate controls within the risk areas identified.

## Audit Findings:

N/A

## Management's Response and Corrective Action Plan:

N/A



**INTERNAL AUDIT’S ROLE AND SCOPE**

The Office of Internal Audit’s roles include the examination and evaluation of the adequacy and effectiveness of Louisiana State University’s (LSU) governance, risk management process, internal control structure, and the quality of performance in carrying out assigned responsibilities to achieve the stated goals and objectives.

The primary focus of Internal Audit is to provide feedback that elements of the risk management process, including internal controls, are functioning as planned, that assets are adequately safeguarded, and that the organization is operating in conformance with established policies, regulations, and laws. The results of internal audits are communicated to executive management and the Audit Committee.

**AUDIT RESOURCES**

*Internal Audit Staffing*

	As of 6/30/14	As of 6/30/15	As of 6/30/16	As of 6/30/17
Professional Staff Positions	15	15	15	15
Administrative Support Position	1	1	1	1

*Budget*

<b>Budget Category</b>	<b>FY 2017</b> (At Beg of FY)	<b>FY 2018</b> (Tentative)
Salaries	1,233,203	1,257,703
Travel	29,903	28,964
Operating Services	25,000	24,000
Supplies	17,216	16,216
Professional Services	17,259	16,259
Other Charges	8,665	8,665
Fringe Benefits	480,904	480,904
Capital Outlay	6,923	5,923
	<u>1,819,703</u>	<u>1,838,634</u>

**PLANNING**

The specific scope of Internal Audit activities is primarily defined through an annual risk assessment process, the purpose of which is to aid in developing a risk-based plan of activities for the upcoming fiscal year. In this process, major financial, compliance,

systems, and operational activities are identified and considered. In evaluating risk, relevant laws, regulations, and internal policies are also considered.

Risks are identified with input from executive management, operating management, and external sources including external audits. In making a determination regarding the level of risk, the following factors may be considered: inherent risk, existing internal controls, results of analytics, results of previous audits, volume (e.g. number and dollar amount of transactions), value-added potential, management interest, emerging risks and auditor discretion.

## **RISK CATEGORIES**

### **FINANCIAL**

Financial risk components include the potential loss of physical assets or financial resources. This area also includes risks associated with investing, financing, collection of and accounting for revenues, and the expenditure of funds.

### **BUSINESS**

- Strategic – Events which would prevent the University from achieving its goals.
- Reputational – Events which would tarnish the University’s public image and negatively impact fundraising, recruitment and retention of faculty and staff, student recruitment, and legislative initiatives.

### **COMPLIANCE/REGULATORY**

Compliance/regulatory risk include penalties associated with non-compliance with laws and regulations and unethical conduct; impacts from unenforceable contracts, lawsuits, or adverse judgments.

### **OPERATIONAL**

Operational risks include those factors related to the day-to-day activities of the University and those processes established to accomplish its goals.

## **AUDIT UNIVERSE**

Activities are classified into categories which were developed based primarily on information compiled by the Association of College and University Auditors, a national organization of public and private institutions of higher education, and revised as necessary to reflect the specific audit universe of LSU.

The audit universe at LSU has been defined in the following functional categories and associated sub-categories:

**LSU OFFICE OF INTERNAL AUDIT  
AUDIT UNIVERSE**

**ASSET AND RISK MANAGEMENT**

- Emergency Preparedness
- Endowment and Development
- Environmental Health and Safety
- Risk Management

**AUXILIARY AND SERVICE DEPARTMENTS**

- Athletics
- Auxiliary Enterprises Administration
- Bookstore
- Housing
- Police (Campus Safety)
- Recreation and Athletic Centers
- Service Centers – Auxiliary
- Special Events Center

**FINANCIAL MANAGEMENT**

- Accounting and Reporting
- Accounts Receivable
- Accounts Payable
- Expenditures
- Cash Handling
- Cash Management
- Financial Management Operations
- Revenue
- Payroll

**GOVERNANCE AND LEADERSHIP**

- Governance
- Legal
- Strategic Financial Management
- Relations with External Stakeholders
- Minors on Campus
- Title IX

**HOSPITAL AND PATIENT CARE**

- Charge Capture and Collection
- Patient Care

- Hospital Building and Facilities
- Hospital Equipment and Supplies
- Patient Information
- Compliance

**INFORMATION TECHNOLOGY**

- IT Administrative Support
- IT Customer Service
- IT Daily Operations
- IT Development and Research
- IT Strategic Planning and Governance

**INSTRUCTION AND ACADEMIC SUPPORT**

- Academic Administration
- Academic Personnel Admin
- Academic Records Management
- Academic Reporting
- Academic Support
- Course and Curriculum Development
- Instruction (including online learning)
- International Affairs

**ACADEMIC MEDICAL CENTER**

- Patient Information
- Medical Education
- Clinical Revenue
- Medical Center General
- Medical Center Faculty and Staff

**PLANT OPERATIONS AND MANAGEMENT**

- Building Maintenance
- Custodial Services
- Landscape and Grounds
- Major Repair and Renovation
- Construction Procurement
- Motor Pool
- Physical Plant Administration
- Utilities

**PURCHASING AND WAREHOUSING**

- Moveable Property Inventory Management
- Purchasing

**RESEARCH AND DEVELOPMENT**

- Animal Research
- Facilities and Equipment
- Human Subjects Research
- Intellectual Property/Tech Transfer
- Sponsored Program Admin
- Sponsored Program Financial
- Research Quality & Integrity
- Safety & Security
- Trademark Licensing
- Export Controls

**STUDENT SERVICES**

- Admissions & Registration
- Career Development/Graduate Services
- Counseling Services
- Dining
- Enrollment Management
- Financial Aid
- Health Services
- Technology Fee Administration
- Student Organizations and Activities
- Student Judicial Affairs
- Student Services Administration

**HUMAN RESOURCES**

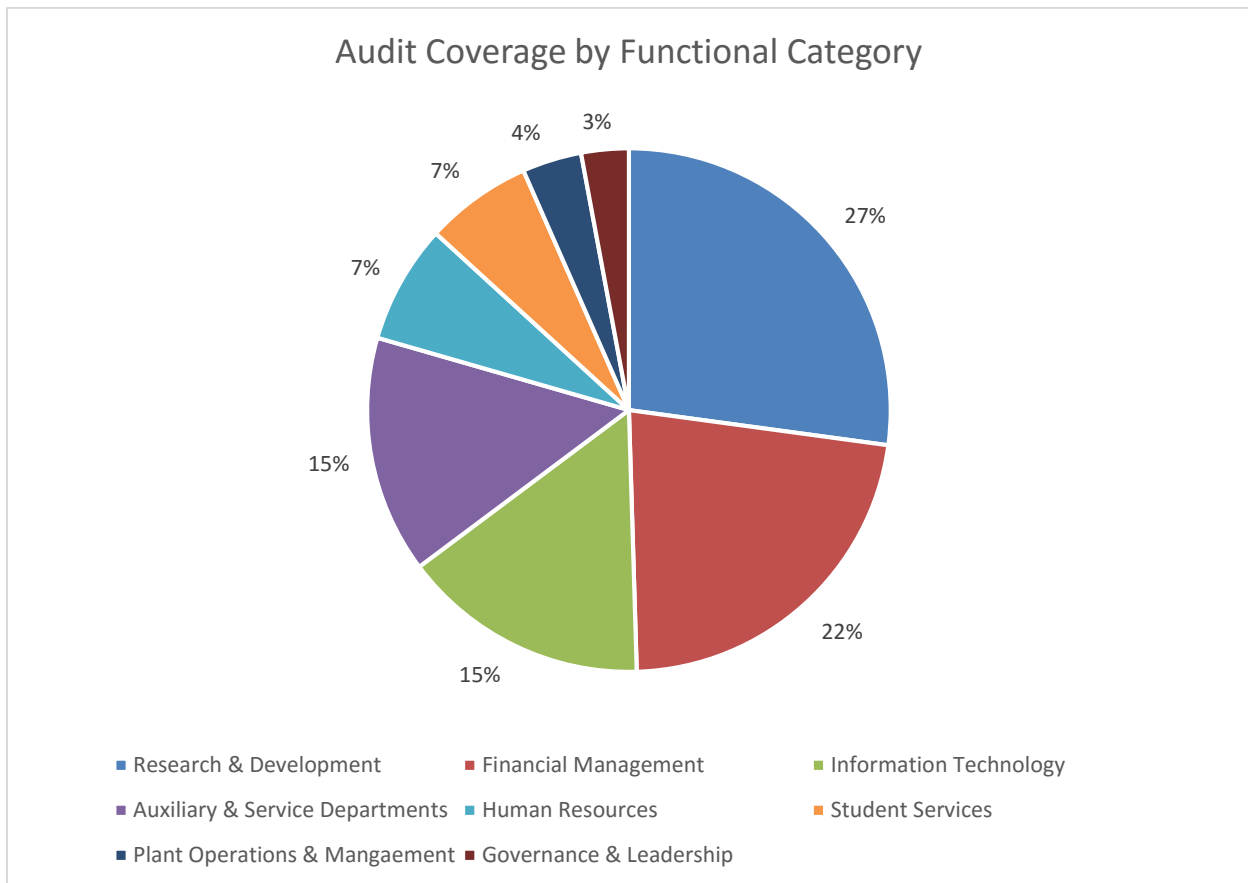
- Hiring
- Operations Management
- Employee Health Insurance Administration
- Employee Development/Benefits Management

## Fiscal Year 2018 Audit Plan

Based on the results of the risk assessment, an annual audit plan was developed to address the most significant areas of risk. However, risks are continually changing and the audit plan is monitored throughout the year and adjusted when necessary to address the changing risks.

In addition to the identified audits, the plan also includes hours for follow-up on corrective actions, continuing professional development for our audit staff, investigations, and for unplanned emerging risks or priorities that may arise.

The proposed audit coverage for each functional risk category and the FY 2018 Audit Plan by Campus are shown below:



LSU Office of Internal Audit  
FY 2017-2018 Audit Plan

CAMPUS	AUDIT AREA	DESCRIPTION	FUNCTIONAL CATEGORY	PRIMARY RISK CATEGORY			
				Financial	Business	Compliance	Operational
MULTI	Minors on Campus	Review of university policies and controls designed to ensure the safety and security of non-enrolled minors participating in programs/activities on campus	Governance and Leadership		x		
	Export Controls	Review of university policies and controls designed to ensure compliance with U.S. laws that regulate the distribution of certain technology, information, and services to foreign nationals and foreign countries for reasons of national security and foreign policy	Research and Development			x	
LSU	Athletics - Operations	Review of Outfront Media contract for compliance with contract terms	Auxiliary and Service				x
	Construction	Review of university controls over procurement for construction projects including Nicholson Gateway	Plant Operations and Management		x		
	Payroll	Review the setup and processing of payroll to ensure employees are compensated accurately including pay after termination	Financial Management	x			
	Research & Development Initiatives	Review of operations related to research initiatives such as NACENT, CCT, NCBRT, and Innovation Park	Research and Development		x		
	LSU First PBM	Review of the performance and contract compliance for the pharmacy benefits manager	Human Resources	x			
	Financial Aid	Review of university policies and controls designed to ensure compliance with Title IV in the awarding of financial aid	Student Services			x	
	Athletics - Compliance	Limited scope review of athletics compliance	Auxiliary and Service			x	
PBRC	Financial and Internal Controls	Review of financial controls over financial reporting and internal controls related to finance	Financial Management	x			
LSUE	Financial Aid	Review of university policies and controls designed to ensure compliance with Title IV in the awarding of financial aid	Student Services			x	
LSUA	Athletics - Compliance	Limited scope review of athletics compliance	Auxiliary and Service			x	
LSUS	Athletics - Compliance	Limited scope review of athletics compliance	Auxiliary and Service			x	
HSCS	Human Resources	Employee development/benefits	Human Resources			x	
	FWCC Financial Operations	Review of financial control operations and internal controls related to finance	Financial Management				x
HSCD	Operational & Financial	Broad operational/financial review	Financial Management		x		x
HSCNO	Clinical Trials Billing	Review of controls for billing clinical trials	Research and Development				x
	Research	Review of controls for documenting and certifying time & effort	Research and Development				x



LSU Office of Internal Audit  
FY 2017-2018 Audit Plan

CAMPUS	AUDIT AREA	DESCRIPTION	FUNCTIONAL CATEGORY	PRIMARY RISK CATEGORY			
				Financial	Business	Compliance	Operational
<b>Information Technology (IT) Audits</b>							
LSU	Departmental IT Risk Assessment	Consulting engagement to assist departments with mitigation strategies to manage the identified risks.	Information Technology		x		
MULTI	Data Security (encryption)	Control review of each institutions encryption strategy for data at rest and data in motion.	Information Technology				x
	Internet of Things (IOT)	Determine the extent of networked devices at the health related institutions to determine strength of security safeguards.	Information Technology				x
	Social Engineering	Determine adherence to the security policies and susceptibility to a cyber attack through a social engineering controls evaluation.	Information Technology				x
<b>ON-GOING AUDIT WORK TO BE COMPLETED</b>							
LSU	Workday Internal Controls (1708)	Review of governance related to Workday including service-level agreements and internal control reviews conducted by 3rd parties, change controls, etc.	Information Technology		x		
	Workday Data Security (1707)	Review of policies and controls for the provisioning and control of user access and data security related to Workday.	Information Technology		x		
HSCNO	Sponsored Program Administration	Review of post-award administration including controls designed to ensure compliance with federal regulations	Research and Development			x	
HSCS	Cost transfers per CEA	Review of payments to and from Biomedical Research Foundation for CEA	Financial Management	x			
<b>AUDIT AREAS THAT WILL BE INCLUDED IF RESOURCES BECOME AVAILABLE</b>							
AG CTR	Consult - Management Request	Review of arrangement with third parties related to medical marijuana and mitigation banking	Governance and External Relationships		x		
LSU	University High/Lab School	Review of governance and controls at the lab school	Auxiliary and Service		x		
	Facility Services	Review of university controls related to facilities management including billing, outsourcing, inventory control, and operational efficiency	Plant Operations and Management				x
LSUA	Housing operations	Financial operations The Oaks (Campus Housing)	Auxiliary and service				x
	Movable Property	Capital asset follow-up	Financial Management				x
LSUE	Online and Distance Learning	Review of university controls to ensure appropriate curriculum development and rigor for online courses	Instruction and Academic Support				x

LSU Office of Internal Audit  
FY 2017-2018 Audit Plan

CAMPUS	AUDIT AREA	DESCRIPTION	FUNCTIONAL CATEGORY	PRIMARY RISK CATEGORY			
				Financial	Business	Compliance	Operational
HSCNO	Course & Curriculum Development	Review of process for the approval curriculum and changes	Instruction & Academic Support				x
	Cash Handling	Review of controls and procedures related to cash handling	Financial Management				x
HSCS	Clinical Trials	Review of university controls for billing and use of clearing accounts on clinical trials	Research and Development				x
	Physician Contracts	Review of university process for measuring clinical faculty productivity	Academic Medical Center				x
	Physician Billing	Review of new billing structure with Faculty Group Practice	Financial Management	x			
	Admission policy	Compliance with AAMC	Academic Medical Center			x	
MULTI	IT Asset Management	Analysis to determine what physical assets and software applications are used to create, store, or transmit sensitive information and evaluation of related controls	Information Technology				x
	Third Party Risk Management	Review controls in place to ensure risks related to third parties that have access to systems, perform critical IT functions enterprise wide, and/or receive sensitive data from the institution are adequately mitigated.	Information Technology				x
	Lab Safety	Review of university policies and controls designed to ensure safety within research and teaching laboratories	Research and Development			x	
<b>OTHER AUDIT ACTIVITIES</b>							
<b>MANAGEMENT REQUESTS/UNSCHEDULED AUDITS</b>							
<b>FOLLOW-UP ON OUTSTANDING ACTION PLANS</b>							
MULTI		Special Projects					
IA ADMIN		Quality Assurance & Improvement Program					
		IT Support					



Finance Infrastructure & Core Development Committee  
Fall 2017 Enrollment

**Written Report Only**

**To: Members of the Board of Supervisors**

**Date: October 13, 2017**

The following is a summary report that compares Fall 2017 enrollment to Fall 2016 enrollment. Additional details are included in Table 1 attached to this report.

**LSU A & M:**

- The number of new first-time freshmen decreased. Fall 2017 (4,917) and Fall 2016 (5,475).
- Total undergraduate headcount decreased. Fall 2017 (25,446) and Fall 2016 (26,123).
- The number of graduate students enrolled increased. Fall 2017 (4,464) and Fall 2016 (4,308).
- The number of professional students enrolled decreased. Fall 2017 (422) and Fall 2016 (426).
- The number of law students enrolled decreased. Fall 2017 (531) and Fall 2016 (557).
- Total headcount enrollment decreased. Fall 2017 (30,863) and Fall 2016 (31,414).
- The number of freshmen applications decreased. Fall 2017 (17,894) and Fall 2016 (18,126). A 1.28% decrease.
- First to second year retention increased. Fall 2017 (82.9% for Class of 2016) and Fall 2016 (82.8% for Class of 2015).

**LSU Alexandria:**

- The number of new first-time freshmen decreased. Fall 2017 (472) and Fall 2016 (529).
- Total undergraduate headcount increased. Fall 2017 (3,378) and Fall 2016 (3,277).
- The number of freshmen applications increased. Fall 2017 (990) and Fall 2016 (963). A 2.80% increase.
- First to second year retention increased. Fall 2017 (54.86% for Class of 2016) and Fall 2016 (50.60% for Class of 2015).

**LSU Eunice:**

- The number of new first-time freshmen decreased. Fall 2017 (801) and Fall 2016 (869).
- Total undergraduate headcount increased. Fall 2017 (3,044) and Fall 2016 (2,906).
- The number of freshmen applications decreased. Fall 2017 (1,335) and Fall 2016 (1,468). A 9.06% decrease.
- First to second year retention decreased. Fall 2017 (46.64% for Class of 2016) and Fall 2016 (56.87% for Class of 2015). A 17.99% decrease.

**LSU Shreveport:**

- The number of new first-time freshmen increased. Fall 2017 (286) and Fall 2016 (253).
- Total undergraduate headcount increased. Fall 2017 (2,644) and Fall 2016 (2,611).
- Total graduate headcount increased. Fall 2017 (3,153) and Fall 2016 (2,067).
- Total headcount enrollment increased. Fall 2017 (5,797) and Fall 2016 (4,742).
- The number of freshmen applications increased. Fall 2017 (952) and Fall 2016 (880). A 8.18% increase.
- First to second year retention increased. Fall 2017 (63.90% for Class of 2016) and Fall 2016 (61.36% for Class of 2015).

**LSU Health Sciences Center New Orleans:**

- Total headcount enrollment increased. Fall 2017 (2,777) and Fall 2016 (2,758).

**LSU Health Sciences Center Shreveport:**

- Total headcount enrollment increased. Fall 2017 (899) and Fall 2016 (874).

**Table I  
Fall 2017 14th Day Enrollment Report**

<b>LSU A&amp;M</b>
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<b>LSU A &amp; M</b>			
<b>Undergraduate/First Time Freshmen/Fall</b>	<b>14<sup>th</sup> Day Fall 2016</b>	<b>14<sup>th</sup> Day Fall 2017</b>	<b>% Increase (Decrease)</b>
# of applications	18,126	17,894	-1.28%
# enrolled	5,475	4,917	-10.19%
Number of nonresident students enrolled	953	824	-13.54%

<b>LSU A &amp; M Honors College</b>			
<b>Undergraduate/First Time Freshmen/Fall</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
# of applications	4,820	5,122	6.27%
# enrolled	587	594	1.19%
Number of nonresident students enrolled	113	105	-7.08%

<b>LSU A &amp; M</b>			
<b>Undergraduate/Transfers BOR Defined</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
# enrolled	784	703	-10.33%

Transfers enrolled from LA Community Colleges	292	257	-11.99%
Transfer enrolled from LA 4-year universities	242	223	-7.85%

<b>LSU A &amp; M</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
Undergraduate Headcount	26,123	25,446	-2.59%
Dual Enrollment	1,401	1,613	15.13%
Graduate Student Headcount	4,308	4,464	3.62%
Professional	426	422	-0.94%
Professional - Law	557	531	-4.67%

<b>LSU A &amp; M</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
1 <sup>st</sup> to 2 <sup>nd</sup> Year Retention First Time Full Time Freshmen (Class 2015 & Class 2016)	82.8%	82.9%	0.12%

**Table I**  
**Fall 2017 14th Day Enrollment Report**

LSU A&M			
LSU A & M	14th Day Fall 2016	14th Day Fall 2017	% Increase (Decrease)
New Freshman Male Headcount	2,413	2,214	-8.25%
New Freshman Female Headcount	3,062	2,703	-11.72%

LSU A & M			
New Graduate/Professional/Law	14th Day Fall 2016	14th Day Fall 2017	% Increase (Decrease)
# Graduates Enrolled	988	1,049	6.17%
# Professional Enrolled	89	89	0.00%
# Professional-Law Center Enrolled	198	192	-3.03%

**Table I**  
**Fall 2017 14th Day Enrollment Report**

<b>LSU Alexandria</b>			
<b>LSU Alexandria</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
<b>Undergraduate/First Time Freshmen/Fall</b>			
# of applications	963	990	2.80%
# of students enrolled	529	472	-10.78%

<b>LSU Alexandria</b>			
<b>Undergraduate/Transfers BOR Defined</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
# enrolled	316	304	-3.80%

Transfers enrolled from LA Community Colleges	74	125	68.92%
Transfer enrolled from LA 4-year universities	145	81	-44.14%

<b>LSU Alexandria</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
Undergraduate Headcount	3,277	3,378	3.08%
Dual Enrollment	633	667	5.37%

<b>LSU Alexandria</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
1st to 2nd Year Retention First Time Full Time Freshmen (Class 2015 & Class 2016)	50.60%	54.86%	8.42%

<b>LSU Alexandria</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
New Freshman Male Headcount	199	186	-6.53%
New Freshman Female Headcount	330	286	-13.33%

**Table I  
Fall 2017 14th Day Enrollment Report**

<b>LSU Eunice</b>			
<b>LSU Eunice</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
<b>Undergraduate/First Time Freshmen/Fall</b>			
# of applications	1,468	1,335	-9.06%
# enrolled	869	801	-7.83%

<b>LSU Eunice</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
Undergraduate Headcount	2,906	3,044	4.75%
Dual Enrollment	499	567	13.63%

<b>LSU Eunice</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
1st to 2nd Year Retention First Time Full Time Freshmen (Class 2015 & Class 2016)	56.87%	46.64%	-17.99%

<b>LSU Eunice</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
New Freshman Male Headcount	278	244	-12.23%
New Freshman Female Headcount	591	557	-5.75%



**Table I**  
**Fall 2017 14th Day Enrollment Report**

<b>LSU Shreveport</b>			
<b>LSU Shreveport</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
<b>Undergraduate/First Time Freshmen/Fall</b>	<b>Total</b>	<b>Total</b>	
# of applications	880	952	8.18%
# of students enrolled	259	286	10.42%

<b>LSU Shreveport</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
<b>Undergraduate/Transfers BOR Defined</b>	<b>Total</b>	<b>Total</b>	
# enrolled	319	350	9.72%

Transfers enrolled from LA community colleges	140	152	8.57%
Transfers enrolled from LA 4-year universities	85	84	-1.18%

<b>LSU Shreveport</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
Undergraduate Headcount	2,611	2,644	1.26%
Dual Enrollment	341	388	13.78%
Graduate Student Headcount	2,067	3,153	52.54%

<b>LSU Shreveport</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
1st to 2nd Year Retention First Time Full Time Freshmen (Class 2015 & Class 2016)	61.36%	63.90%	4.14%

<b>LSU Shreveport</b>	<b>14th Day Fall 2016</b>	<b>14th Day Fall 2017</b>	<b>% Increase (Decrease)</b>
New Freshman Male Headcount	119	114	-4.20%
New Freshman Female Headcount	140	172	22.86%



**LSU BOARD OF SUPERVISORS MEETING SCHEDULE  
2017-2018**

**Friday, October 13, 2017**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**Deadline for Submitting Agenda Items: September 14, 2017**

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**Friday, December 8, 2017**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**New Orleans, LSU Health Sciences Center – New Orleans**

**Deadline for Submitting Agenda Items: November 8, 2017**

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**Friday, February 2, 2018**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**Deadline for Submitting Agenda Items: January 10, 2018**

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**Friday, March 16, 2018**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**Deadline for Submitting Agenda Items: February 16, 2018**

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**Friday, May 4, 2018**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**Deadline for Submitting Agenda Items: April 4, 2018**

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**Friday, June 29, 2018**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**Deadline for Submitting Agenda Items: May 29, 2018**

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**Friday, September 7, 2018**

**10:00 a.m. Committee Meetings and ~1:00 p.m. Board Meeting**  
Baton Rouge, LSU University Administration Building

**Deadline for Submitting Agenda Items: August 7, 2018**

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